

# Sustainability at EITC



# Introduction

Our corporate sustainability strategy pillars are to:



These three focus areas directly contribute to our company’s balanced score cards by encouraging our staff and management to think and act strategically for long-term business sustainability. This ensures that we contribute to the overall success of the business keeping in mind the larger goals of sustainability set in place by the UAE.

Our strategy is focused on delivering our commitment of sustainable growth and value creation to our shareholders, and nurturing our employees. Our telecoms technology and services enrich the lives of the people and businesses in the UAE by enabling everyone to be connected anytime, anywhere, adding life to their lives.

In 2019, our sustainability focus areas were embedded into a number of our businesses strategic priorities, especially those related to efficiency, customer experience, smart and sustainable ICT solutions and digital lifestyle services. In 2020, we will continue exploring more ways where we can integrate our sustainability pillars into our technology and services.

Among many other partnerships and associations, we continue to be the official strategic partner of the Smart Dubai Office and the platform provider for Dubai Pulse. We are also a member of the Dubai Chamber of Commerce and Industry’s Chamber for Responsible Business.

## Our stakeholders

We engage with a range of stakeholders – our employees, investors, customers, media and others – to understand their concerns and requirements. These concerns help us identify, short-list and re-evaluate our material topics, which are mapped on to a materiality matrix. The topics in the materiality matrix help us determine the topic boundaries and the content of our annual sustainability report.

Our sustainability pillars	Deliver the benefits of ICT to everyone	Make our people and our communities happier	Operate ethically and responsibly
<b>Relevant UN Sustainable Development Goal(s)</b>	SDG 9 – Industry, Innovation and Infrastructure SDG 10 – Reduced inequalities	SDG 8 – Decent work and economic growth SDG 10 – Reduced inequalities	SDG 11 – Sustainable cities and communities
<b>Connection between our sustainability pillars and relevant SDGs</b>	ICT has the potential to contribute to UAE’s goals for sustainable innovation and infrastructure, and also reduce inequality through services that benefit everyone.	Our business directly contributes towards UAE’s sustainable economic growth through employment opportunities and community development.	Our ethical and responsible operations, as well as our ICT and Smart services can deliver embedded sustainability benefits to the UAE.

## UN Sustainable Development Goals relevant to our sustainability pillars

**8** Decent work and Economic growth



**9** Industry, innovation and infrastructure



**10** Reduced inequalities



**11** Sustainable cities and communities



### Our materiality matrix

Amongst our material issues, topics such as 'Customer satisfaction and happiness', 'Innovative products and technical services' and 'Privacy and security of customer data' continue to top the list.

These topics, along with issues such as management of our greenhouse gases, employee happiness, community development, and others – all of which have been identified as part of our stakeholder engagement process - help us to prioritise the Sustainable Development Goals to which we are in a position to influence and contribute.

This document was prepared in accordance with the GRI G4 Standards: 'Comprehensive' option, and attempts to report our performance against our sustainability pillars, material sustainability issues and the prioritised UN Sustainable Development Goals for the year Jan – Dec 2019.

Level of concern to stakeholders	Most important		Privacy and security of customer data	Customer satisfaction and happiness  Innovative products and technical services	
	Very important	Management of our electronic and hazardous waste	Health impact of our base transceiver stations/signal towers  Energy-efficiency measures and/or increase in usage of renewable energy sources	Employee wellness, happiness and safety  Employee training and development opportunities	
	Important	Management of our greenhouse gas emissions  Management of our office waste	Equal opportunities for all  Digital inclusion of all society members  Human and labour rights principles	Efficiency in use of materials for our products and packaging  Community needs and social development  Education and capacity building initiatives	
	Somewhat important	Water conservation measures	Fair play in sourcing of goods and services, including use of local and SME suppliers	Entrepreneurs and SME development	
		Somewhat important	Important	Very important	Most important

Current / potential impact on business

### Delivering the benefits of ICT to everyone

#### BabNoor

We extended our successful partnership with Flagship Projects for the BabNoor project for three more years. BabNoor is an app that enables easy and effective communication using international standards for people with special communication needs through pre-defined cards that form sentences.

Our renewed partnership will focus on maintaining the app and continuing our teacher and parent trainings to ensure effective usage of BabNoor. As part of the renewal of our commitment to the UAE's people of determination, we have

**Babnoor has unlocked a new medium for alternative and assistive channels of communication while remaining in line with the Arab culture, traditions and standards.**

also enabled the app for iPhone use and it can now be downloaded via Apple's global App Store.

#### Customer Experience

**Our Customer Experience focuses on three key pillars: Transparency, Effortless and Empathy.**

##### Transparency

2019 saw the completion of the You Know What You Pay, You Know What You Get initiative. We were also the first telecommunications operator in the Middle East to receive the CrystalMark international certification for our Terms and Conditions, and other legal documents being written in a style that is easy for customers to understand. During the year, we also provided solutions to ensure that customers are less exposed to credit shock and roaming shock.

##### Effortless

We launched a new Visual IVR, the first-of-its-kind digital self-service solution in the Middle East region, to enable our customers to quickly find answers to their queries at no extra cost. The visual IVR now handles 52K interactions on a monthly basis. We also launched a multi-channel Artificial Intelligence-based virtual assistant on WhatsApp for our customers. 2019 also saw our entire fleet of home service technicians receive certification from Linksys, a first in the world. We saw the NPS improve by 7 points from new customers (Average of 2019 vs 2018) and put control of home routers in the hands of customers through a dedicated, user-friendly app.

##### Empathy

As part of our Network Promise initiative - a first in our 14-year history - customers experiencing voice quality issues or slow mobile data speeds in certain communities were offered voice minutes and extra data as compensation. Our Assure program also delivered significant improvements in service levels to our customers: (13.9 p.p improvement Dec 2018 vs Dec 2019) and improved our First Contact Resolution by 8 p.p. (Dec 2019 vs Average 2018). The final pieces of a Voice of Customer (VoC) platform were put in place, allowing us to track, in near real-time, Transactional NPS (TNPS) following any customer interaction or transaction in our sales and contact centre channels.



Our customers will feel a real difference with 5G network in terms of higher speeds and lower latency.

## Network infrastructure

### Our readiness for 5G services

During 2019, prominent landmarks in all seven Emirates were installed with high-technology 5G equipment to be the first areas to have commercial 5G mobile network capabilities once compatible handset are available. We will roll out more than 700 5G-enabled base stations and with this development, we will be among the first telecom operators in the world to deploy 5G.

During the year, we also conducted the first-ever live 5G data call on our network. Moreover, we launched a native cloud unified 5G core network solution with capability to accommodate 5G NSA and 5G standalone (SA) evolutions. We also invited residents to visit our flagship stores in Dubai and Abu Dhabi to experience 5G technology first-hand and learn about the benefits they will receive when it launches commercially.

Our customers will feel a real difference with 5G network in terms of higher speeds and lower latency – commonly known as ‘buffering’. Consumption of video and digital content is growing by leaps and bounds and 5G’s ultra-high speed will enable smoother streaming of HD videos, 4K videos, and VR/AR experience which have multiple potential applications for individuals and businesses.

We collaborated with Nokia, Affirmed Networks and MediaTek to launch the next generation Narrow Band-Internet of Things (NB-IoT) network in the UAE. This will enable devices to deliver a wealth of smart city applications ranging from smart metering, smart parking, trackers, smart health, industrial and agriculture use cases.

## Promoting the adoption of light communication technology

During the calendar year, we became the regional founding member of the Light Communications Alliance (LCA) a newly launched global consortium of communications, lighting, infrastructure, and device manufacturing industry leaders aimed at promoting new wireless technologies to enable Light Communications (LC).

Light Communication technologies include Light Fidelity (LiFi) and Optical Camera Communications (OCC), both of which have been attracting increased attention over recent years within several industries, such as smart cities and homes, industry 4.0 and manufacturing environments, as well as retail and tourism.

In pursuit of our commitment to make the UAE the happiest country in the world, we launched a number of innovative Artificial Intelligence eHealth solutions during 2019.

## Digital transformation

### Our Artificial Intelligence (AI) powered eHealth Solutions

In pursuit of our commitment to make the UAE the happiest country in the world, we launched a number of innovative Artificial Intelligence (AI) eHealth solutions during 2019.

**1. Diabetic Retinopathy Screening** - This solution provides retinal images of both eyes of the patient and uses an AI system to analyse the images and report the results to the specialist.

**2. Chest X-Ray Screening for TB** - This solution assists radiologists in making an Informative Diagnostic Decision about the presence of Tuberculosis (TB) in prospective UAE residents.

**3. Primary Care Symptom Checker** - This platform prevents unnecessary appointments being made by recommending the most suitable health services to patients, prioritising patient cases based on their risk, and establishing a next course of action for treatment.

We also partnered with NXN and TELUS Health to roll out the TELUS Health eHealth solution portfolio in the UAE. Through this collaboration, we will be exploring innovative eHealth solutions such as e-Prescriptions, e-Claims, Remote Patient Monitoring, mobile Electronic Health Records and Telemedicine Platform. The goal of these applications is to not only streamline the process for healthcare transactions, but also minimise gaps for the most important stakeholder, the Patient.

The successful integration of AI and Blockchain technology in the UAE health-tech sector is set to have a profound impact on removing the current obstacles for addressing and solving patient wellbeing and physician efficiency.

## Our next generation of Blockchain innovations

In 2019, we introduced a trio of next generation blockchain solutions in an effort to serve the UAE's future challenges and opportunities.

We are now able to deliver an enterprise-to-enterprise solution enabling financial institutions to streamline the regulatory compliance, a blockchain based national platform for UAE banks to exchange documents and information securely within a trusted network. We also announced an identity solution to support the UAE business community to take full advantage of blockchain technology and benefit from enhanced cost savings.

We are also building decentralised applications and offering an integrated set of solutions for client-centric blockchain ecosystems. During GITEX 2019, we showcased the blockchain-powered Student Passport Digitising certificate solution that will allow any authorised entity to assign a certificate template to be given to students in a secure manner.

As an active enabler of blockchain solutions in the UAE, we will build upon our capabilities by facilitating developments in transparency, security, real-time transactions, and data protection to address pain points across industries and to leverage blockchain solutions for its customers.

## Our Smart City Services

Smart City services are our biggest opportunity to enhance the UAE's position as a global hub for tourism, commerce and as a happy place to live. This calendar year, we announced that we would help deliver smart city services at Silicon Park, Dubai's first integrated smart city project taking shape at Dubai Silicon Oasis.

Silicon Park is among the most eagerly-anticipated smart living projects in the Middle East region and once delivered, it will act as a significant milestone in realising the vision of smart city.

Once launched, Silicon Park will be supported by smart energy solutions, environmentally sustainable mobility, and smart public amenities and services, all devoted to creating a high quality of life for people living, working and visiting the project.



## WiFi UAE

WiFi UAE has seen significant developments in 2019. At the start of the year WiFi Bundling was launched giving a large number of du Postpaid and Prepaid customers WiFi as part of their monthly data allowance - for free and at high speed. This coincided with a relaunch of the WiFi UAE brand which added 'from du' for the first time to be 'WiFi UAE from du'.

New pricing for the Premium WiFi was also launched simplifying the service by adding a AED 5 unlimited usage daily access. This was complemented by opening up the WiFi UAE service to International mobile numbers making the service usable by all people in the UAE.

The network has had the most significant growth to date. 10,000 RTA taxis were installed with WiFi in 2019. We also won the project to provide passenger WiFi in all the Department of Transport buses in Abu Dhabi Emirate (520) and all RTA buses and marine vehicles (1,957) in Dubai.

In addition, the WiFi network in our busiest site - the Dubai Metro - is being upgraded in all stations and trains. We have also started the installation of WiFi in the new trains for the new Expo Route 2020. This network growth and service enhancements has been reflected in increased usage of WiFi UAE by the community with annual sessions increasing by 6 million to 32.5 million.

## Innovative offerings

### Doubling broadband speeds for free

In 2019,, we announced that broadband speeds were doubled for all new and existing Triple Play Home customers, permanently at no extra cost. This means that new and existing triple play du Home customers now have access to greater value and faster connectivity at no extra charge.

The UAE ranked 11th in the world for mobile speeds (48.07 Mbps) and 38th for fixed broadband speeds (50.16 Mbps) in December 2018. Our latest offer is a step forward in its support for Vision 2021 strategy to develop the infrastructure for a knowledge economy as the UAE continues towards diversification and to guarantee its future prosperity.

### The UAE's first Unlimited Postpaid Power Plan

We launched the UAE's first true Unlimited Postpaid Power Plan - a first for unlimited data and calling in the UAE. As times change and evolve, so do our plans, which is why we are integrating unlimited data and calling possibilities into customers' lives with a value proposition that delivers boundless connected potential and the freedom to do more.

### Bringing loved ones closer together

Our Friends and Family Bundle (F&F) gives our prepaid customers loads of international minutes to call home and talk to their loved ones in weekly and monthly bundles for a set subscription fee. Through this bundle, our customers can now easily subscribe to a weekly or monthly pack and get loads of minutes to call any five numbers in their home country.



**Our du SIM cards will be given to all tourists over the age of 18, and will come with complimentary minutes and data.**

### Providing travellers with a free SIM on arrival

Dubai is the first city in the world to offer tourists free SIM cards on arrival at Dubai International Airport (DXB). Our du SIM cards will be given to all tourists over the age of 18, and will come loaded

with complimentary minutes and data. The free SIM card - available from Dubai airport's immigration counter - provides three minutes of talk time and 20MB data, and will be valid for one month.

### First telco operator in the Middle East to launch 5G mobile devices

By selling the 5G-enabled ZTE Axon Pro 10 handset, we are the first to launch 5G-enabled devices in the UAE. Customers will also be able to enjoy du's 5G network without any additional charges to their existing postpaid plans.

The innovative wireless 5G terminal device from ZTE is available to customers with zero upfront, starting from AED 210 per month. Combined with one of du's Data SIM plans, consumers can take full advantage of blazing fast speeds for numerous devices.

By adding the ZTE 5G Indoor Router to its

innovative portfolio of 5G-enabled devices, new and existing du customers now have even more ways to experience the thrills of the telco's 5G dynamic network evolution.

The ZTE 5G router will allow customers to enjoy plug and play 5G access within all 5G-enabled areas of the UAE. As we are in the process of adding new 5G sites, the company will not be charging customers any extra for the 5G service. This means they can use their 5G devices while enjoying new and existing benefits of their existing plans.



### First VMware verified cloud provider in the MENA region

Earlier this year, we became the first VMware Cloud verified provider in the MENA region. This accreditation strengthens our ability to bolster the cloud computing business for government entities and enterprises in the UAE.

This major step highlights our role as a reliable cloud solution provider and partner in supporting digital transformation through integrated cloud infrastructure and management solutions.

### Smart Home online store launch

In 2019, we announced the launch of our Smart Home online store. Customers can now buy all our Smart Home products online at du.ae and get them delivered to their doorstep. Selected items can be

purchased and converted to monthly recurrent charges, which makes people's lives easier and enhances their experience of purchasing our products and services.

### Joining forces to launch an advanced payment solution

In the UAE, the SME sector represents a large segment of the overall business landscape. With zero upfront payments, free setup, and a state-of-the-art Point-of-Sale (POS) machine, our new 'Business POS' offering – supported by Network International's N-Genius™ payment technology

platform – eases many of the pain points associated with today's payment solutions for SMEs. Business POS is a payment solution device that enables merchants to accept card payments and digitise their payment transactions to maximise efficiency.

### Our Smart Water Security with Intelligent Home Digital Water Solution

During the year, we announced a transformative partnership with industry giants Belkin International and Uponor to bring the world-renowned and award-winning Phyn Plus Smart Water Assistant + Shutoff to the UAE.

With the introduction of the innovative and connected home leak detection monitor, we are empowering the nation with cutting-edge technologies to solve real world challenges in line with the leadership's UAE Water Security Strategy 2036 – a powerful mandate that aims to reduce demand for water resources by 21 percent and boost the country's water supplies.

### Launching a world-class Machine-to-Machine (M2M) connectivity platform

M2M is transforming the way organisations work, with the expected number of connected devices expected to reach 20bn in 2020. We recently took our machine-to-machine (M2M) services to the next level with the launch of a M2M Control Platform. Designed to deliver complete end-to-end solutions for managing M2M SIMs, connectivity and services, our platform will enhance customers' abilities to manage their M2M SIMs from a central self-service, resilient portal.

Unlike any Cloud, the M2M Control Platform being fully hosted within du premises guarantees end-to-end Ownership of Infrastructure, ensuring security at every step in the value chain for M2M connectivity. This is a major advantage as government entities and security agencies prefer services rendered by companies which are not only UAE-owned but also with on premise infrastructure within the UAE.

### One app for the whole family

Last year, Virgin Mobile launched their new 'Add SIM' feature, making it easier for customers to manage their family and friends' mobile plans. As always, our aim is to simplify the complex, be relevant by being convenient and putting control back into our customer's hands. With 'Add SIM' we ensured that our users can easily add their friends and family to their account in only a few steps via the Virgin Mobile app and having their new SIMs

delivered within an hour.

The 'Add SIM' offering is fully customisable for each additional member. Whereas one family member might need more international minutes, for example, another might use a lot more data. That makes it perfect for families with children or even residents with visitors who want to stay connected.

### Apple Pay with recurring payment – Mobile first in the region

Virgin Mobile is bringing a seamless mobile experience to their customers by offering an easy, secure and private way to pay for their mobile bill via Apple Pay. Customers can now easily and securely pay their Virgin Mobile bill with Apple Pay through the Virgin Mobile app on their iPhone.

They can make single payments for boosters or roaming, or alternatively set up recurring payments to pay for their monthly or annual plans. Virgin Mobile is the region's first telco brand to launch recurring payments with Apple Pay.

## Making our people and communities happier

### Volunteering

In 2019, hundreds of our colleagues volunteered for various social and environmental initiatives that they are passionate for and that are high impact areas for the UAE's sustainable development. These included activities such as:

1. Entrepreneurship and Innovation workshops for students
2. Capacity building for community organisations
3. Celebrating the International Day of Elderly with senior citizens
4. Visit to special needs centres
5. Cyber safety awareness
6. Walking rescued dogs at an animal shelter
7. Beach clean ups
8. Tree planting

Our flagship volunteering initiative - Mawead Al Rahman - held extra significance this Ramadan as we celebrated and promoted cohesion and compassion throughout the UAE's communities during the Year of Tolerance.

Over the last five years, we have donated more than 55,000 boxes of essential food ingredients to those in need across the UAE. In doing so, our Mawead Al Rahman initiative has positively impacted communities across the UAE as well as engaging thousands of volunteers to donate their time for the greater good of the nation.

People from different backgrounds and ethnicities participated in the food-packing initiative for 2019; amongst those were the Consul General of Philippines, representatives from the Indian Consulate, the Pakistan Association of Dubai, the Parish of St Francis of Assisi, as well as special needs centres such as Al Noor, Integreat and Tender Hearts Arena.



### Youth and Women empowerment

Our Youth Council and Women Council have continued their efforts in responding to the youth's needs and building a more gender balanced workplace in an effective manner in line with both the UAE national agenda and EITC's vision for a more competitive and engaged workplace.

During the year, our Youth Council signed an MoU with the Dubai Government Human Resources and His Highness Sheikh Hamdan Bin Rashid Al Maktoum Foundation for Distinguished Academic Performance to further encourage our youth to contribute to the UAE's economic and social development. Partnering with His Highness Sheikh Hamdan Bin Rashid Al Maktoum Foundation for Distinguished Academic Performance allows our employees to educate and share their knowledge with young Emirati's in order to elevate their knowledge and attract talent to our organisation in alignment with the vision of the UAE in 2021.

2019 was also a great year for women at du as we launched the UAE telco sector's first Women's Council. The launch of this Council puts us in a healthier position to empower our female employees, which make up 29 percent of our workforce. In addition to this, recent figures reveal that 40 percent of new recruits are female – a positive sign for our diversity growth trajectory.

In recognition of the Women Council's significant efforts towards driving the UAE Leadership's Vision for gender diversity in the workplace, we received the Entrepreneur Middle East's "Best Company in Women Empowerment Award" in 2019.

Moving forward, the Women Council will function under a new title of Gender Balance Council to be in line with the UAE's Vision 2021, a direction adopted by the UAE Government as a key strategic pillar in our Country's Institutions.

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## Innovation in Education

To foster home-grown innovation and entrepreneurship we launched the first-ever IoT and AI Pioneers Competition through our U5GIG platform in collaboration with Dubai Technology Entrepreneur Campus (Dtec).

Throughout the competition, participants were encouraged to herald innovative ideas for the evolution of smart city, Artificial Intelligence, and Internet of Things, advancements. From 43 initial project applications, 10 teams were selected for shortlisted interviews, with six emerging successful.

This year, we also mentored and organised a range of workshops for a number of university and high-school students to train the participants on developing their own IoT projects, and also discussing research projects.

UAE 5G Innovation Gate (U5GIG) - powered by Dubai Silicon Oasis (DSO) - is a consortium of technical and academic organisations in UAE as well as global telecom vendors to use their expertise to develop innovative use-cases to help change lives in the UAE.

## Employee benefits

Our employee benefits are focused on building a workplace that is engaging, inclusive, and one that gives our employees the trust to believe in our vision. During the year, we have reviewed and maintained our employee benefits across all career bands and levels to stay in line with the local market that has helped us remain an employer of choice. Furthermore, under the area of engagement and inclusion, we have embraced 250 of our limited term contractors into the EITC family in 2019.

Our employee benefits enable employees to achieve a positive work-life balance by offering them flexible timings, in-house facilities such as a gym, pool and clinics, as well as monetary benefits such as telecom discounts, airfare, education allowance and complimentary discount programs such as ESAAD. Rewards schemes such as spot awards are regularly exercised to engage and recognise employees who walk the extra mile in delivering their accountabilities. With an objective to provide employee career growth opportunities and to

enable success in the long term with meaningful job enrichment, we have launched a new and simpler job framework. The new framework provides greater visibility on career paths available to all employees. The new framework lays the foundation for the other HR frameworks such as rewards, learning management, talent management, performance management, etc. and enables high performing employees to excel in their careers, drive business goals and in turn help us build a strong bench strength for future roles.

A new state of the art digital learning platform was launched in 2019 with a wide range of online courses available to all EITC employees (including our outsourced colleagues). The new learning platform – titled 'My Journey' – greatly enhances our capability to quickly launch business related trainings, framework implementation communications, awareness sessions, etc. to all the required employees.

## Celebrating the 48th National Day with #MyUAEMemories

To celebrate the 48th National Day, we collaborated with the National Archive to unveil a treasure trove of rare historic footage and images and share nostalgic memories of the UAE. We also called on citizens and residents to join in recollecting and sharing their invaluable UAE stories and memories as the country celebrated the significant occasion.

The exclusive glimpse into the past aimed to unite the UAE's people as they exchanged memories and admiration for their homeland on the 48th National Day. The release of exclusive footage and images built on this notion by offering a nostalgic journey under themes including memories of the nation's founding father Sheikh Zayed, education, women empowerment, and traditional celebrations and crafts.





**In 2019, Emirati talent comprised 35.9% of the workforce, of which 48% were women.**

**Emiratisation**

We work hard to develop the careers of our UAE Nationals. In 2019, Emirati talent comprised 35.9% of the workforce, of which 48% were women. In addition, 60% of UAE Nationals hold leadership positions across our departments.

For the 2nd consecutive year, we have been awarded the MOHRE Emiratisation Award. We received the award across all Semi Government categories for implementing notable policies to support Emiratisation. We also received the Best Nationalisation Initiatives in the GCC Award at the GCC GOV HR Award.

All our UAE Nationals have an opportunity to drive their development,

which is supported by the National Development team. We supported our colleagues in the Fujairah Contact Centre (100% UAE Nationals) with their development needs, by conducting assessments and providing learning opportunities.

We are continuing our partnership with KPMG in a secondment programme to build the capacity of three Emirati employees from our Finance team. In addition, we partnered with Nokia and two of our UAE Nationals visited their offices in Ottawa as part of their development in upgrading their knowledge and skills.

**Employee wellness**

Our employee wellness platform is a crucial part of our employee engagement strategy as it allows our staff to get to know each other better while participating in various fitness activities and events as a team.

One of our main achievements in 2019 was when we won the biggest corporate Olympics tournament in the country – the Corporate Sports Challenge. For this tournament, we had around 100 colleagues participating in over 16 sports ranging from football, cricket, table-tennis and more.

In 2019, our colleagues (which included 100 female employees) also represented du in a range of sporting events, such as the Dubai 30x30 challenge, Ajman Run, Spartan Sharjah, Old School Challenge, Ramadan Olympics, ICC Cricket Challenge, Sky Run Dubai, Spartan Women AUH and many more.

During 2019, we also organised our first FIFA PlayStation tournament for our staff, which was very well received. These wellness-related competitions were complemented by a series of activities exclusively for our staff and their family members, such as a migraine awareness session, flu vaccinations and blood donation.

**Employee engagement**

Employee engagement continues to remain a critical driver in the organisation to achieve business objectives. Engagement initiatives were focused on training managers to better engage with their employees on giving quality feedback and having continuous performance conversations. Customised engagement initiatives were run across individual departments to focus on their specific needs.

During the calendar year, we measured our employee engagement through a pulse survey. The

pulse survey was done to check on the quality of conversation they had with their managers during their mid-year review.

60% stated that they received constructive feedback and 68% rated that the overall quality was good. Meaningful conversations between employees and the managers is a key factor to drive employee engagement, hence this will continue to be one of the key focal areas for next year as well.

**Event experiences**

du Live!, our music and live performances platform, provides a number of memorable VIP experiences in the UAE across all genres and audiences. Last year, this included performances by Andrea Bocelli. We took over the Coca Cola Arena to bring Russel Peters, one of the leading stand-up comedians. We also brought big names such as Eminem, Marshmello, Lana Del Ray and The Killers at our own venue, du Arena.

Our association with Dubai Opera also brought in amazing shows, such as Phantom of the Opera; 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 attend international premieres.

## Training and development

We believe that the growth and development of our people is a crucial investment in the sustainable success of our business.

During the reported year, our most significant training and development achievement was the launch of our new learning platform - "My Journey". Accessible to all our colleagues at EITC, this platform can be accessed anywhere – on laptop or mobile phone – and gives access to thousands of courses in various fields of study.

In 2019, our enterprise employees were given a series of specialised learning courses on topics such as the Enterprise Marketing Academy, First 100 days in Sales, Enterprise Collaboration, Power hours (Cyber security, datacentre), Simulation training for our data centre and more.

Our consumer employees benefit from focused training sessions on topics such as the du Way of Retail, Agile and SCRUM master workshops, Handsets and Devices Training, International

Protocol Training, Sales and Commission Strategies, 5G Awareness sessions, and more. These were complemented by a company-wide 5G awareness campaign, as well as Tech Talk Thursdays and the Service Excellence Program.

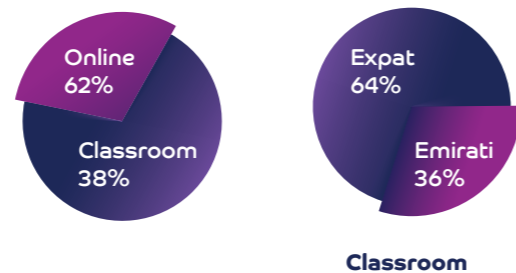
As a result of these training courses and programs to upgrade employee skills and assist in their transition to new roles, we observed excellent results in employee learning and productivity. We were also awarded the 'ME Prism Award' by the International Coaching Federation as a recognition for the impact of professional coaching and the success of integrating a coaching culture into the organisation.

At EITC, all employees receive regular performance reviews, and have access to training resources and opportunities. In 2019, 75% of employees were exposed to some form of learning and development, with the average time of training per year per employee is at 2.72 days.

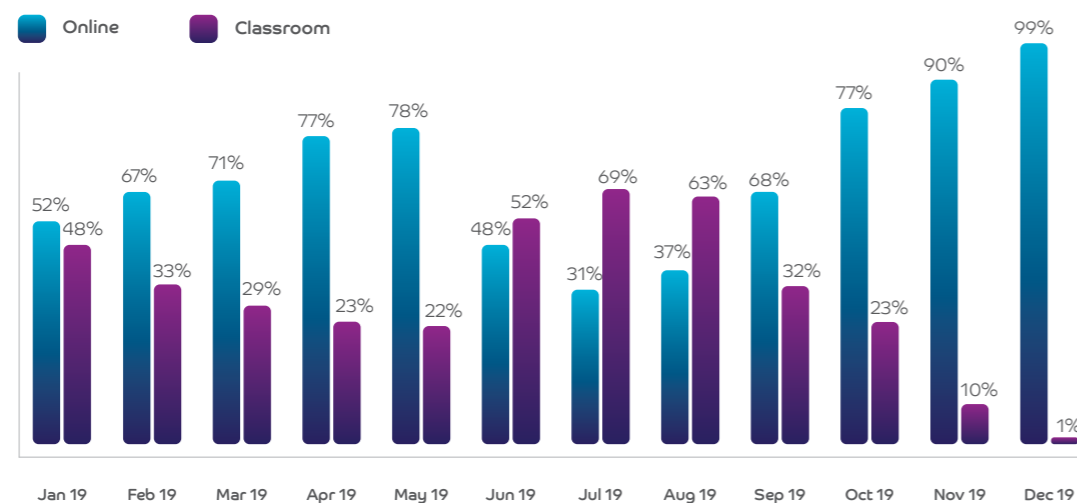
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**eitc** Training (du University)

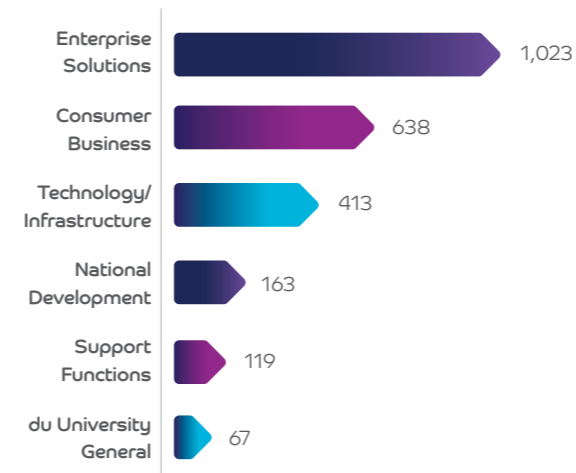
Learning Type	Participants
Online	3,878
Classroom	2,423
<b>Total</b>	<b>6,301</b>



### Training Delivery by Month



### Participants by Training Unit (Classroom)

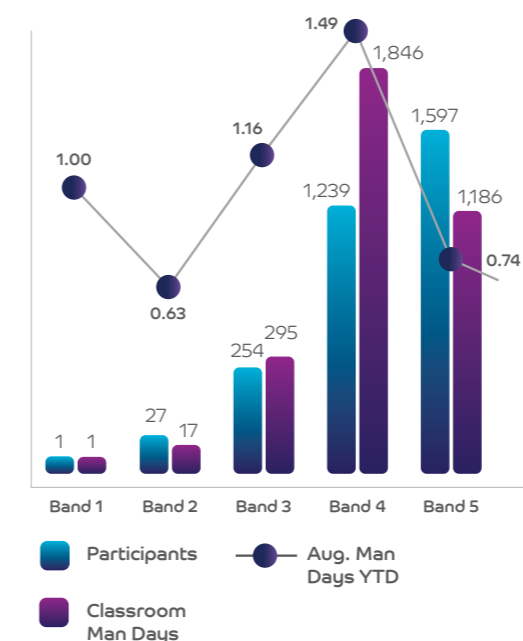


### YTD Participation for Classroom Training by Division

Division	#	ManDays	Avg.
Enterprise Solutions	773	2,028	2.62
edara	683	2,400	3.51
Outsourced	380	897	2.36
du (GT)	174	289	1.66
Human Resources & Corporate Services	109	309	2.83
eitc Consumer Services	104	189	1.82
Technology	103	297	2.88
Internal Control	19	38	2.00
Wholesale and Corporate Affairs	17	33	1.94
Digital Lifestyle & Innovation	10	10	1.00
Finance	10	39	3.90
Transformation & Delivery Management	8	14	1.75
Brand & Communications	7	19	2.71
Information Technology	7	8	1.14
Unassigned	6	7	2.33
Risk & Compliance	4	4	1.00
Company Secretariat	3	7	2.33
Transformation Delivery Management	2	3	1.50
Virgin Mobile	2	4	2.00
Commercial	1	3	3.00
Operations	1	3	3.00

**Total** **2,423** **6,601** **2.72**

### YTD Ratios by Grade Band (Classroom)



## Diversity

With 77 unique nationalities at our office, we believe that diverse teams help create business value by driving performance and innovation, which is why we aim to create amazing career opportunities for everyone.

We endeavour to be an equal opportunity employer that displays no discrimination regarding age, gender, colour or religion in our decisions to recruit or develop careers.

During the year, our Women Council continued to empower women at the workplace under SDG5 ("Achieve gender equality and empower all women and girls") and launched a Gender Balance Employee Sentiment Analysis. The Sentiment Analysis shared common understanding on issues such as: how working at EITC has a positive impact on the career of all employees, how EITC need to improve parental policies and other women empowerment policies and initiatives.

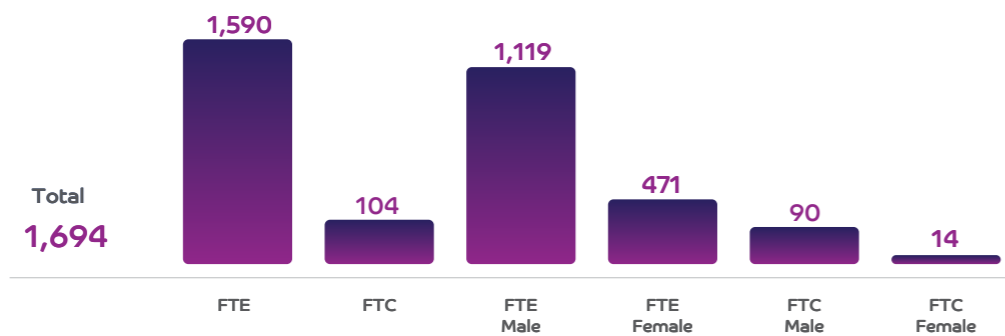
To empower our colleagues with the tools for greater inclusion and diversity, and also enable people to identify unconscious bias, the Council conducted a number of trainings, workshops and roadshows across our offices.

We support people of determination to build long-term opportunities at our organisation. We currently have four colleagues that have special physical needs at du:

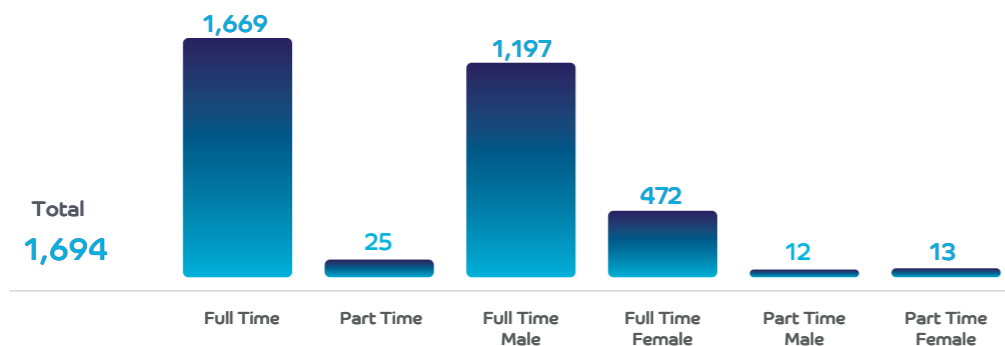
- One is working on reduced working hours
- One has been provided with visual aid to support the disability
- Two are working normal hours

We offer generous maternity leave to our female colleagues three months (90 calendar days). On expiry of maternity leave and in the event of an illness related to pregnancy or delivery, an employee may avail unpaid leave for a maximum period of one hundred consecutive or intermittent calendar days. During the year, a total of 122 colleagues (31 women and 91 men) took parental leave; of these 1 female colleague did not return to work from her maternity leave. Of those that did return, 113 (29 women and 84 men) were still employed 12 months after their return to work.

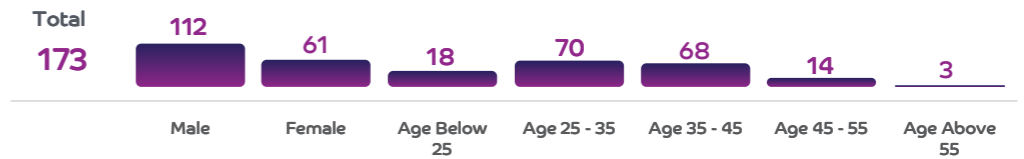
du (full-time employee and full-time contractor by gender)



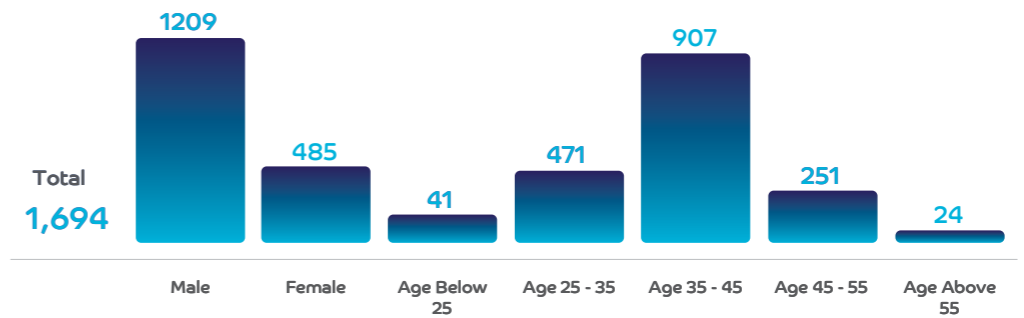
Total Number of Employees at du (full-time and part-time employee by gender)



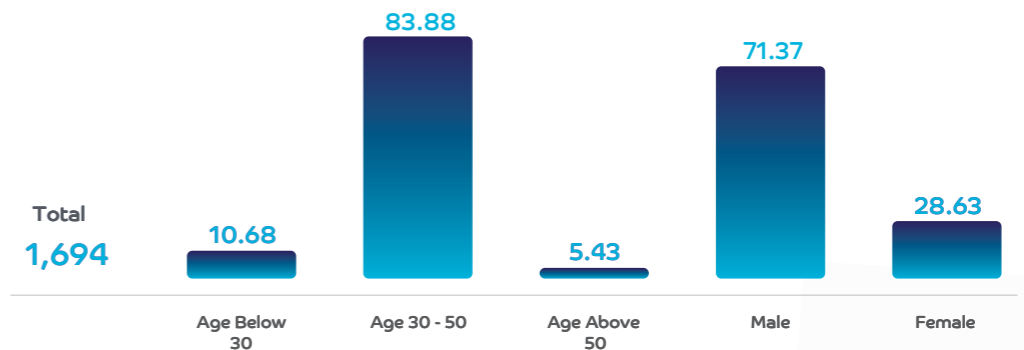
Total number of employees hired at du



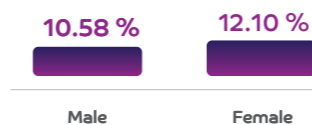
Total number of employee turnover at du



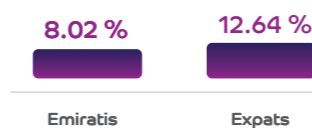
Percentage of employee category at du



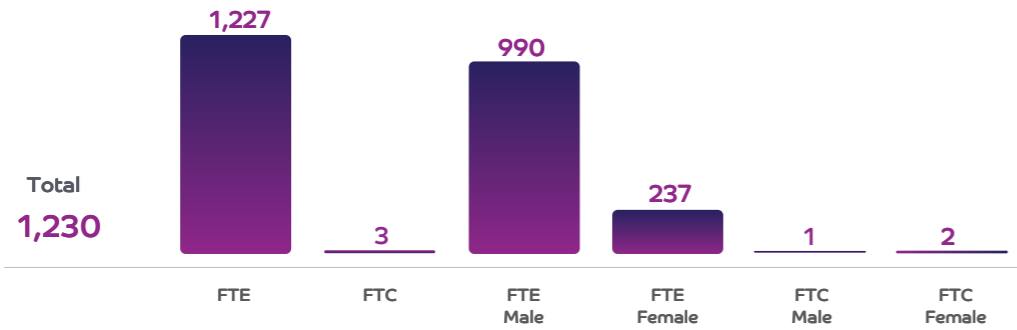
Attrition rate by men vs. women at du



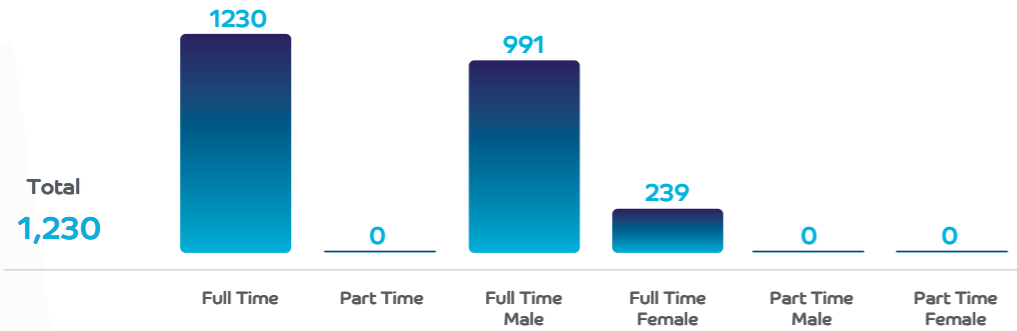
Attrition rate by Emiratis vs. expats at du



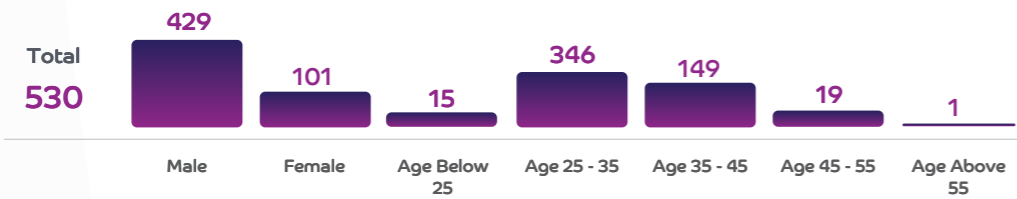
**Total number of employees at Edara  
(full-time employee and full-time contractor by gender)**



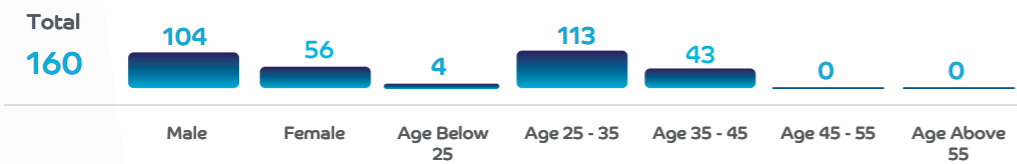
**Total number of employees at Edara  
(full-time and part-time employee by gender)**



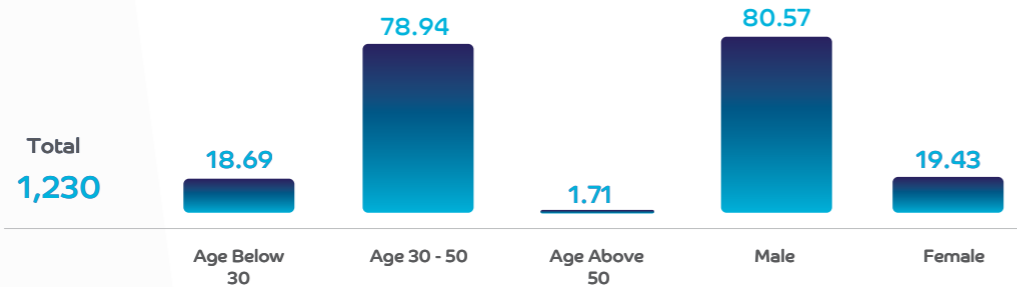
**Total number of employees hired at Edara**



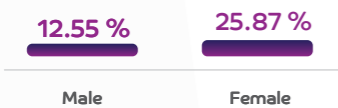
**Total number of employee turnover at Edara**



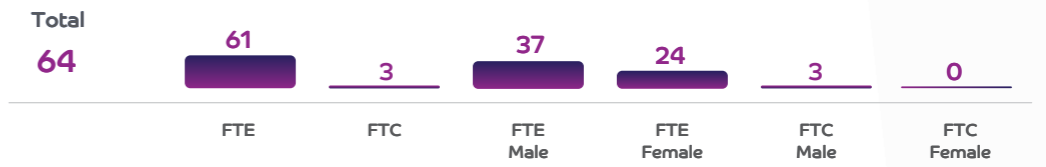
**Percentage of employee category at Edara**



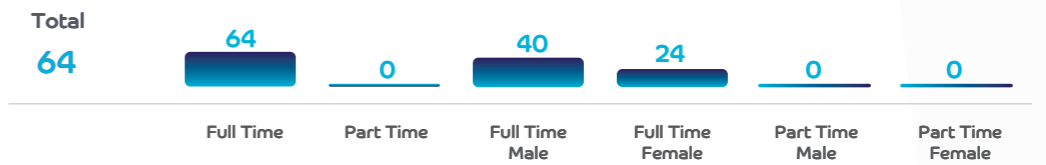
**Attrition rate by men vs. women at Edara**



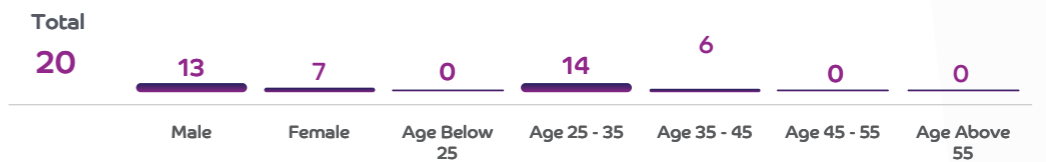
**Total Number of Employees at Virgin Mobile UAE  
(full-time employee and full-time contractor by gender)**



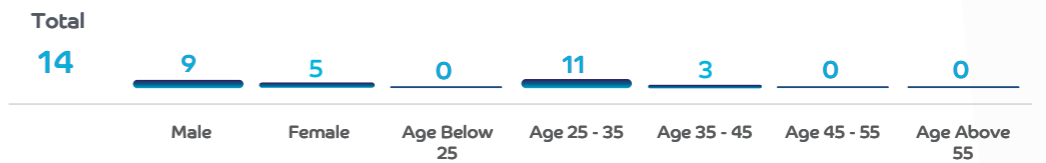
**Total Number of Employees at Virgin Mobile UAE  
(Full-time and Part-time employee by gender)**



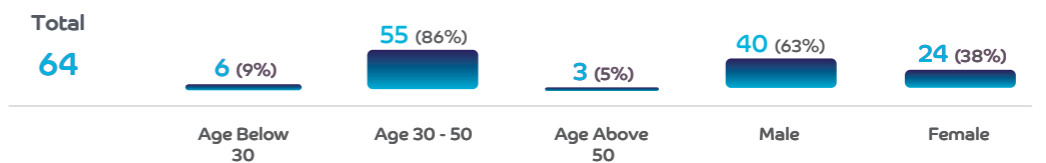
**Total Number of Employees Hired at Virgin Mobile UAE**



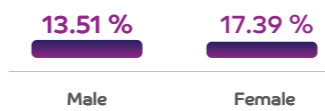
**Total Number of Employee Turnover at Virgin Mobile UAE**



**Percentage of employee category at Virgin Mobile UAE**




**Attrition rate by men vs. women at Virgin Mobile UAE**



**Attrition rate by Emiratis vs. expats at Virgin Mobile UAE**





To date our hybrid generators have resulted in total diesel savings of approximately 2.2 M litres/year (a carbon footprint reduction of 5,957 tonnes/year)

## Operating ethically and responsibly

### Energy-efficiency in our network

A major part of our environmental footprint is a result of our network, i.e. the base transceiver stations and data centres. To address the sustainability impact that this part of our operations has, we continue to invest in energy-efficient technologies, such as:

#### Energy-efficiency hybrid generators

- At the moment, we have a total of 355 generator-run BTS sites – of these, 171 are running on normal generators, and 184 on hybrid generators
- Our hybrid generators help reduce diesel consumption by up to 50%
- To date our hybrid generators have resulted in total diesel savings of approximately 2.2 M litres/year (a carbon footprint reduction of 5,957 tonnes/year)

#### Solar energy

- We have a total of 24 sites that run completely on solar panels
- Seven new solar sites were installed in our network in 2019
- To date our solar sites have resulted in total diesel savings of approximately 1.6M Litres (a carbon footprint reduction of 4,000 tonnes)

#### Free cooling systems

- Our free cooling systems reduce our energy bills by 15% per site by using the cooler air outside (during winters) to reduce the burden on air-conditioning
- In 2019, we installed 600 free cooling systems in our mobile sites, taking our total to 1,100 sites
- To date our free cooling systems have resulted in total energy reduction of approximately 6,500Mwh (a carbon footprint reduction of approximately 3,250 tonnes)

### Energy-efficiency in our non-technical sites

We have shops, offices, warehouses and call centres that consume energy, and we employ a number of electricity reduction strategies to address our sustainability impact in these sites.

This calendar year, at our head office in Al Salam Tower we installed Variable Frequency Drive in the chiller panels which resulted in energy savings of up to 24% during the winter months (overall 5% energy saved compared to 2018).

In our offices in Al Salam Tower, AUH Hamdan, Khazna Dubai, DIAC 8 & 9, we replaced the 2 x 26W CFL lamps with 9W LED lights. This too has helped us save 9% energy compared to 2018.

To date, our LEED certified stores located in Fujairah, Mirdiff and Me'aisem City centers have saved a total of 520,791 KWhr (AED 214,507).

An overview of the energy and cost savings at our key non-technical sites can be found in the following table.

SL No	Site	Energy consumption	% savings in energy consumption	AED savings in energy consumption
1	Offices – Al Salam Tower, DIAC 8, 9 & Hamdan	3,594,811.90	31%	701,340.15
2	Retail shops - 37 Shops	978,500.87	3%	13,603.97
3	Call centres (FCC)	450,378.00	9%	19,718.60
4	Warehouse (DIP)	816,830.00	1%	3,971.91
5	D3	110,842.40	9%	4,901.23
6	Al Salam Tower - Chiller Energy	1,882,248.48	5%	44,915.94

Our non-technical site's 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.

## Greenhouse gas emissions

We have significantly reduced our GHG emissions during the year. In 2019, our Scope 1 emissions – from our diesel generators and fleet vehicles – resulted in 26,189.39 tCO<sub>2</sub>e (35,897.73 tCO<sub>2</sub>e in 2018). The main reason was the reduction in our diesel and refrigerant consumption, especially in our data centres.

Our Scope 2 emissions which captures our indirect energy emissions – from our grid connected mobile and fixed sites, offices, shops and other subsidiaries, to our energy intensive data centres, have resulted in 286,033.14 (299,223.78 tCO<sub>2</sub>e in 2018).

Our Scope 3 emissions – from our office waste, business consumables, third-party electricity, water and business travel – have resulted in 1,595.19 tCO<sub>2</sub>e

in 2019 (1,742.77 tCO<sub>2</sub>e in 2019). The main reason for this reduction was the decrease in printed bills for customers (12.15 tonnes in 2019 to 6.5 tonnes in 2019), as well as recycled plastic (15.4 tonnes in 2018 to 14.7 tonnes in 2019).

Our overall GHG emission intensity is 0.041 tCO<sub>2</sub>e per customer which is attributed to our progress on our various energy-efficiency practices.

We tested 30 sites running on generators for ozone depleting substances or NO<sub>x</sub>, SO<sub>x</sub> and other significant air emissions. 90% of the sites had all parameters within the limits.

There were also no major spillages, except for one minor spill – this had no impact the environment (land or water systems).

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### GHG emissions graph

Year	Scope 1 emissions (tCO2e)	Scope 2 emissions (tCO2e)	Scope 3 emissions (tCO2e)
2018	35,897.73	299,223.78	1,742.77
2019	26,177	286,033.14	1595.19

### 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).

In 2019, we used a total of 23 tonnes of paper for our office use (almost the same as 2018). 95% of this paper was from recycled sources (virgin paper is used only for external communication). We have also designed our SIM cards to reduce their size to ensure they consume less material. We have reduced paper consumption for our scratch cards by 54% since 2015.

We continue our e-billing initiative to reduce printing and paper consumption. Since 2015, we have consistently decreased the consumption of our printed bills. Compared to 2015, the printing of our bills in 2019 has decreased by 82.5%.

In 2019, we used a total of 1,105 printer cartridges – a reduction of 46% from 2015, mainly due to efficiencies such as black and white printing and reducing print demand. Our target is not only to reduce our printer cartridge usage, but also to recycle all used cartridges.

We continue to recycle our hazardous material used in our operations. In 2019, we saw a significant increase in batteries (from 152 tonnes to 495 tonnes) and other hazardous waste (from 190 tonnes to 637 tonnes), which was either recycled or safely disposed.

Our Equipment Donation Policy – which allows us to donate our used assets, whether IT equipment or otherwise, to registered charities – also helps us minimise our waste footprint. This year, we donated furniture, computers and other IT equipment to charities and community organisations in the UAE.

**We have reduced paper consumption for our scratch cards by 54% since 2015.**

#### Graph for waste recycling:



### Environmental 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 about as our network fully complies with the strict regulations for emission guidance by the International Commission on Non-Ionising Radiation Protection (ICNIRP).

We also have a mandate from the TRA 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.

### Grievance mechanisms

This calendar year, we documented 28 employee grievances, 25 of which were related to employee performance appraisals, and the remaining related to other types of issues. There were no employee grievances reported on the basis of harassment or discrimination of any kind, whether gender, race, colour, religion or social origin.

With regards to the grievance escalation process, we have automated the grievance application

process, whereby an employee will no longer be required to fill in a manual form and submit it to HR.

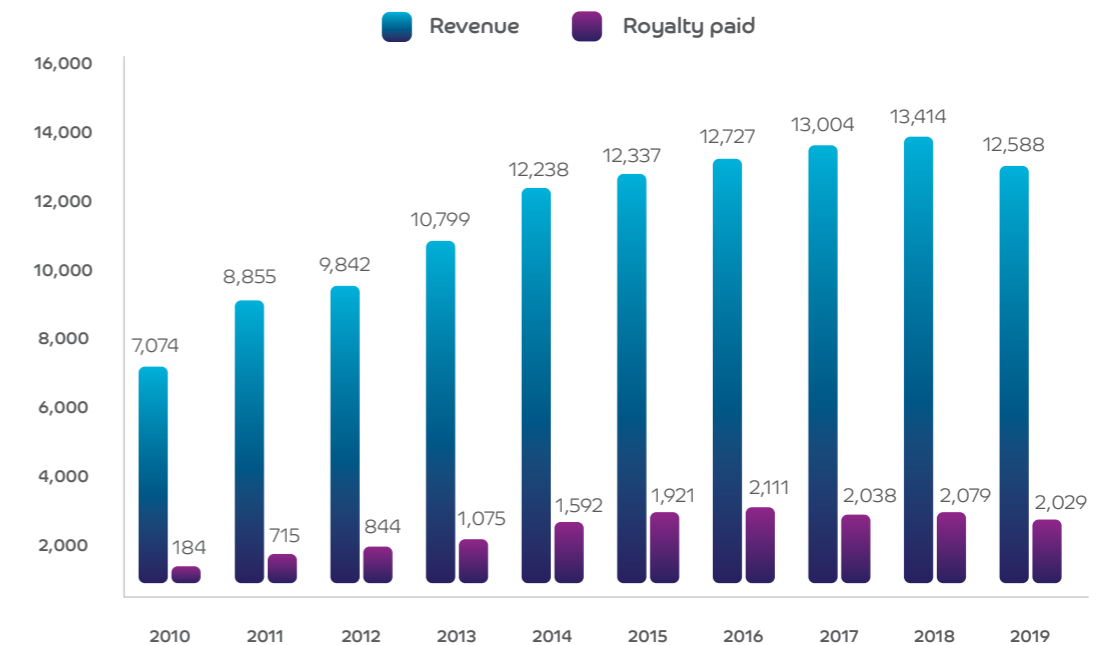
All grievances are captured and updated in the system database with full details about the case and action taken against the involved employees. All grievances are handled a dedicated team within HR in order to avoid any favouritism and ensure process compliance.

### Financial performance

In 2019, we achieved revenues of AED 12.59 billion. Our net profit after royalty amounted to AED 1.73 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 2019, the royalty charge was AED 2.03 billion – year on year figures indicated below.

**Comparative Revenue and Royalty paid (AED million)**





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 regulated 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 2019, we did not receive any financial assistance from the Government.

The consolidated financial statements of the Company for the year ended 31 December 2019 comprises the Company – Emirates Integrated Telecommunications Company PJSC and its wholly owned subsidiaries EITC Investment Holdings Limited, Telco Operations FZ-LLC, Smart Dubai Platform Project Company LLC and EITC Singapore PTE. LTD. Our consolidated financial statements are audited by Deloitte and Touche (M.E.) and the published financial results are available on our website.

**Percentage of economic value distributed (AED 6.77 billion)**



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	100%	Subsidiary
EITC Singapore PTE. LTD.	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

**Shareholder's structure**

- The UAE Government, through its ownership of the Emirates Investment Authority, indirectly owns 50.12%
- The Abu Dhabi Government, through its ownership of Mamoura Diversified Global Holding PJSC (formerly Mubadala Development Company) indirectly owns 10.06%
- Dubai Holding, through its ownership of Emirates International Telecommunications Company LLC, indirectly owns 19.7%
- 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

**Responsible procurement**

This calendar year, we had more than 700 active suppliers and we sourced products and services worth AED 4.1 billion from them. More than 80% of these were local suppliers (i.e. companies with their headquarters in the UAE). We also worked with 10 Emirati SMEs during the year from whom we purchased AED 14 million worth of goods and services.

It is extremely important for us to manage the social and environmental impacts of our vendor base as it helps us expand our sustainability vision and policies across our supply chain. Key to helping us manage the sustainability of our suppliers is our Sourcing Policy which ensures that all dealings with our vendors are fair, competitive and without any conflict of interest. Our Sourcing Policy handbook was updated in 2019 to improve efficiency and controls, and to cater to system requirements for better automation.

During the year, we increased the footprint of our

Robotics Process Automation (using artificial intelligence) to include processes such as purchase requisition creation and approvals. This has optimised the way we work and has resulted in significant efficiencies for the organisation.

We also continue to improve the way we process the sale and safe disposal of obsolete technical items, such as hazardous material (e.g. batteries), customer premise equipment (e.g. TV boxes) and other network infrastructure that is written off.

Our Sourcing Policy is complemented by our Sustainable Environmental Procurement Policy which obliges our current and prospective suppliers to complete our HSE requirements. In 2019, 100% of our vendors conformed to our HSE screening criteria upon registration. We were not made aware of any significant negative environmental or labour impacts within our supply chain.

**Health and safety**

We actively work to ensure a secure work environment for all our people and also to promote health and safety at the workplace. During the year, we provided HSE trainings to over 413 participants – these included our employees, as well as our outsourced staff that work on our sites.

We also train our staff on Emergency Preparedness and Response, and during the year, a total of 322 staff were trained in emergency response and preparedness, including for first aid, fire, disaster recovery and general emergency actions.

All our offices, warehouses and technology-manned sites (including our mobile towers) undergo emergency drills to ensure the practical involvement and preparedness of staff. We assess our contractors in detail in terms of health and safety as part of our agreement with them. In 2019, we had a number of site inspections across our data centres, mobile sites, retail shops and more.

This year, we had 29 health and safety related incidents (53 in 2018). Majority of these (26) included medical incidents which were promptly dealt with by our in-house clinic.

	Male	Female
Injury rate (IR)	0	0
Occupational disease rate (ODR)	3.93	2.46
Lost day rate (LDR)	0	0
Absentee rate (AR)	0.007	0.002
Work-related fatalities	0	0

## Data privacy & security

We are committed to ensure that Customer Data Security & Privacy is embedded as a core competency across our Organisation. These efforts have come through by creating a dedicated function for 'Data Security and Privacy Management' within our Technology Security and Risk Management (TSRM) department and enablement of refined security controls. Our journey still continues in the light of increasing complex business needs, regulatory challenges coupled with business data monetisation needs.

We have developed our own holistic Data Security and Privacy Management framework and standards. These are based on national and international regulations, standards and guidelines

from the TRA, International Organisation for Standardization (ISO), National Institute of Standards and Technology (NIST), Payment Card Industry Data Security Standard (PCI DSS) etc. and developed a Data Classification model, taxonomy and process to implement classification across the organisation.

We have developed an EITC Data Classification model, taxonomy and process to implement classification across the organisation. In 2019, we also worked on Privilege Identity Management and Database Access Management controls including User Access Governance platform.

We have enhanced our organisation-wide internal awareness of the importance of customer data and

privacy requirements. This was complemented by the successful implementation and enhancement of the 'Classify & Secure' initiatives based on which all our employees are mandated to classify data according to the classification type.

We are working on the revamp of current Data Security and Privacy Policies and standards including diverse platforms and technologies in 2020. We are also working on adopting cloud security and Tokenisation to help enable secure business. Our objective for 2020 is to help seamless business with embedded security in new line of businesses. We are also working to revamp existing technologies that have become obsolete in the journey of time.

## Responsible marketing

We believe it is critical in our industry, and extremely important as per our values, to be responsible, honest and friendly in our marketing and communication campaigns as it helps build trust and

loyalty among our customers.

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

products and services. During the year, there were no cases of non-compliance with regulations and voluntary codes concerning marketing communications at EITC.

## Business ethics

We believe in governance and implementing strong internal controls in business processes where we emphasise the importance of business ethics and transparency in our approach. Hence, "Honest" is one of the key value for our brand indicating the basis of successful business which are trust and truth. This helps us to manage corruption risks and mitigate the risk of any wrong doings and ensures that we adhere to a zero-tolerance policy towards fraud and unethical actions. All

our employees are required to read and accept our Code of Conduct and Ethics.

To deal with any wrong doing or unethical practices, company follows the processes defined in our whistle blow and fraud response policies applicable to our staff and vendors. Our whistleblowing channels include an email ([wb@duconcerns.ae](mailto:wb@duconcerns.ae)), an independent website ([duconcerns.ae](http://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.

**Our whistleblowing channels include an email ([wb@duconcerns.ae](mailto:wb@duconcerns.ae)), an independent website ([duconcerns.ae](http://duconcerns.ae)), and a hotline (800 503 7283).**

**In 2019, we had 99% compliance against the National Standard for business continuity for processes and protecting critical assets.**

## Business continuity

To ensure that we continue to deliver our products and services at predefined levels during any instability, we have adopted a standard Business Continuity Management (BCM) system. This system enables us to build the required resiliency to protect our people, processes, facilities and technologies, as well as our customers, vendors, partners, regulators and contractors. We give all our customers the choice to opt in or out from receiving our communication, and are not involved in the sale of any banned or disputed products and services. Business Continuity Plans (BCPs), Disaster Recovery Plans (DRPs), Crises Management Plans and Simulations all contribute towards our BCM system.

At the national level, we abide by the security obligations set by the TRA through the National Telecom Emergency Management Plan (NTEMP), and National Crisis and Emergency Management Authority (NCEMA).

In 2019, we successfully participated in table top simulations organised by the TRA, called Sada AlBarq 7, where we reflected the capabilities of our organisation to protect our assets and ensure the availability of our services. In 2019, we had 99% compliance against the National Standard for business continuity for processes and protecting critical assets. At the corporate level, we initiated and conducted the first internal table top simulation "Anqaa1" in which we

tested our capabilities to run our business during crisis and abnormal events.

We maintained the ISO 22301 certificate without any non-conformity. In 2020, the main aim is to automate all processes related to business continuity and re-evaluate the prioritisation and processes within EITC. Another aim is to focus on simulations as "Anqaa2" is planned to be a field simulation. 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.

