# etisalat

# PAVING THE WAY
## FOR A SUSTAINABLE AND CONNECTED DIGITAL FUTURE

2019
Sustainability Report

# CONTENTS

# ABOUT THIS REPORT

Welcome to Etisalat's sustainability report encompassing our UAE operations for the calendar year 2019. This report demonstrates Etisalat's commitment to sustainable development highlighting the economic, environmental, and social performance.

This report has been prepared in accordance with the GRI Standards: Core option. We report on the topics that are most material to our business and stakeholder groups. It has successfully completed the GRI's Materiality Disclosure Service. To view the GRI content index, please refer to Appendix B.

We welcome your feedback on this report and our performance. Feel free to email us at: sustainability@etisalat.ae

**Cautionary Message**

This report contains forward-looking statements that express the way in which Etisalat intends to conduct its future activities. These statements may include terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that express certain actions that may be taken in the future. Etisalat has made every effort to ensure the report is as accurate and truthful as possible. However, by their nature, forward-looking statements contain inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Etisalat's ability to control and therefore, do not represent a guarantee that events implied in these forward-looking statements will actually occur.

# CHAIRMAN MESSAGE

**It is with utmost pleasure that I present to you Etisalat's 2019 sustainability report, seizing this opportunity to highlight our achievements, successes, challenges, and progress throughout our sustainability journey for the second consecutive year.**

At Etisalat, our focus is to enrich people's digital lives, transform our operating model, and to enhance value and returns to customers and shareholders. In 2019, we surpassed 149 million customers, our portfolio is the most valuable brand in the MENA region, and our revenues reached AED 52.2 billion. We aim to sustain our success and growth to add value to our stakeholders including our customers.

Inspired and motivated by our achievements, sustainability will continue to be at the forefront of our operations and strategic direction to help secure a better world for the succeeding generation. With that goal in mind, we have been working towards managing our Environmental, Social and Governance (ESG) impact and are proud to present the Etisalat 2019 Sustainability Report aligned with Etisalat's corporate objectives, UAE Vision 2021, Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and the United Nations Sustainable Development Goals (UN SDGs).

The Etisalat 2019 sustainability report is aligned to national priorities to ensure sustainable development and build a robust economy and a motivated society. Our sustainability framework directs our efforts towards maximizing the telecommunication sector's contribution to national and global sustainable development objectives.

Moving into the following year, I am confident that we can continue to serve the community by providing safe, efficient, and environmentally responsible telecommunication services that enhance connectivity and support personal and national economic prosperity.

**Obaid Humaid Al Tayer**
Chairman - Etisalat Group

# GROUP CEO MESSAGE

**We are pleased to share our sustainability report with our esteemed stakeholders. 2019 was rich with accomplishments that will enhance our ability to achieve our vision, which is to drive the digital future to empower societies.**
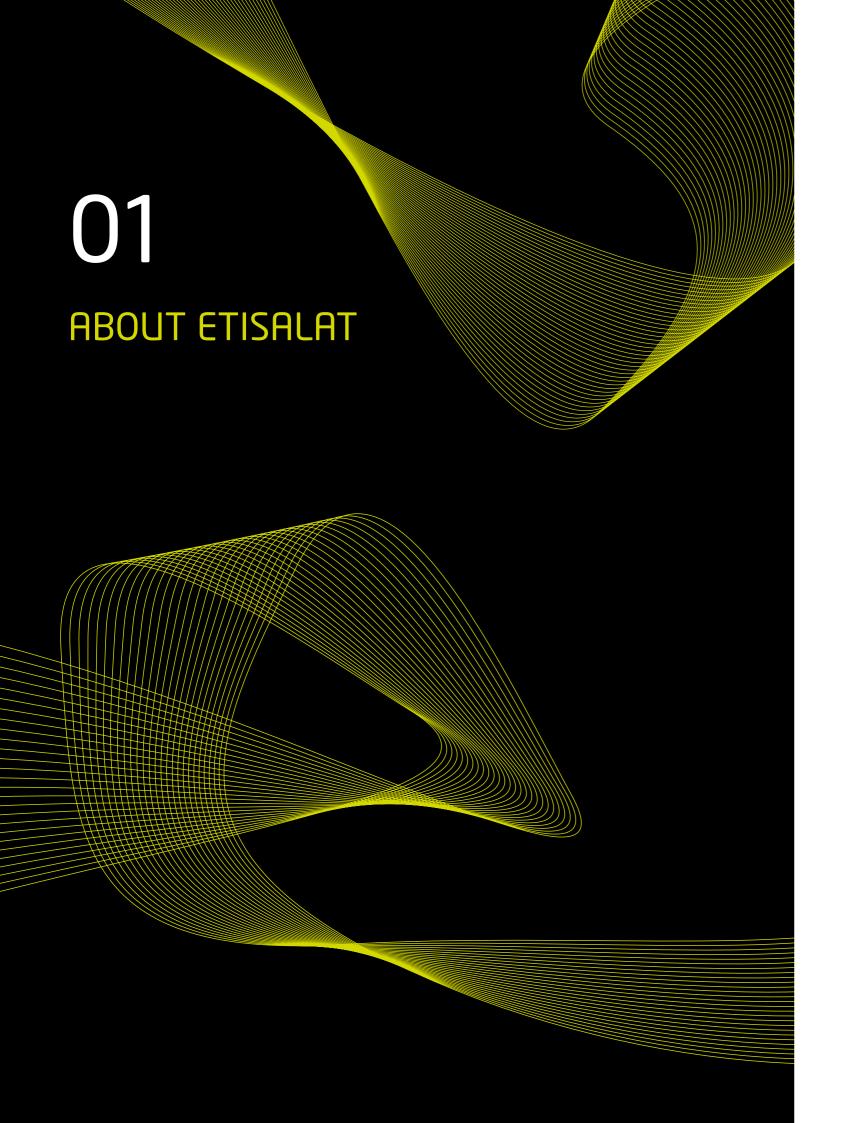
We believe in the role that telco operators can play in supporting the environment, the digital transformation that we are pursuing, the future technologies that we are adopting, and the new services that we are launching are bringing direct and indirect benefits to our world. We are striving to virtualize services and work to the cloud; a Harvard Business School study estimates that across 11 representative economies, 4.5 Mt of $CO_2e$ could be saved annually from moving services to the cloud. Moreover, 5G will enable less power consumption for IoT devices, it will also connect several digital solutions that will decrease energy consumption and facilitate a more sustainable community.

As we move ahead, we believe it is integral to remain optimistic and excited about the future as digital transformation will drive progress in spite of the significant challenges faced by the global economy today. We will continue to build stronger connectivity capabilities, join hands with industry players to accelerate digital innovation and actively fulfil social responsibilities. 5G will be a new cornerstone for building a digital society bringing a new era of digital economy providing new solutions to challenges faced by all mankind in the pursuit of sustainable development and value creation. We will continue to engage in partnerships that share the same passion to a digital and sustainable future. Our strategic partnership with Expo 2020 is a testament to this vision aligned with the need to bring innovation in the network at the service of individuals and the country. Etisalat's infrastructure promotes a true digital culture with access for everybody to services that improve the quality of life.

I want to thank all our stakeholders-including employees, customers and shareholders- for being part of our transformation journey of resilience and change as we embrace the 5G era and create a better future of greater possibilities. Looking ahead to 2020 and beyond, our business will continue to play an increasingly important role in building a better today as well as an exciting future for us and our planet.

**Hatem Dowidar**
A-Chief Executive Officer – Etisalat Group

# 01

# ABOUT ETISALAT

# CORPORATE PROFILE

Etisalat Group is one of the world's leading telecom groups in emerging markets. With consolidated net revenues at AED 52.2 billion and consolidated net profit of AED 8.7 billion for 2019. Its high credit ratings reflect the company's strong balance sheet and proven long-term performance.

Headquartered in Abu Dhabi, Etisalat was established over four decades ago, in the UAE as the country's first telecommunications service provider. An international blue-chip organisation, Etisalat Group provides innovative solutions and services to 149 million subscribers in 16 countries across the Middle East, Asia, and Africa.

## OUR CHARTER

### OUR VISION

Our vision to 'Drive the Digital Future to Empower Societies' is inspiring and guiding us in the transition from a traditional telecom operator into an integrated digital solutions provider. This is enabling us to fortify a leading position in the industry by working towards achieving the following goals:

Reshaping the lives of consumers.

Enhancing the competitiveness of the countries in which Etisalat operates.

Accelerating the economic growth of businesses.

To realise this vision, we continue to execute the "TARGET" strategy to align the strategic direction of all operating companies, taking full advantage of growth opportunities going forward. "TARGET" sets out priorities, focus areas, direction, and ambition within the following framework:

| T | A | R | G | E | T |
|---|---|---|---|---|---|
| To drive the digital future to empower societies | Accelerate value generation through innovation and digitisation | Raise capabilities and develop talent across the Group | Grow B2B/ Digital across the footprint | Expand portfolio in MENA and knowledge economies | Transform operating companies into strongholds |

## OUR VALUES

**EMPOWERMENT**
Enabling people to take ownership, be motivated, act appropriately to achieve the defined organisational, group and team objectives

**AGILITY**
Being able to respond quickly by adapting to, and working in, a variety of situations with diverse individuals and groups

**COLLABORATION**
Cooperating across organisational levels and unit boundaries, recognising and adapting to different ways and styles of working to achieve goals

**CUSTOMER CENTRICITY**
The willingness and ability to give priority to customers, delivering high-quality services and providing a great end-to-end customer journey that exceeds their expectations

# RECOGNITION & KEY EVENTS 2019

**JANUARY**
→ Etisalat recognized as 'The Most Valuable Telecoms Brand' in MENA by Brand Finance
→ Maroc Telecom granted a unified mobile license for MAD 1.3 billion in Burkina Faso
→ Etisalat's innovation programme 'Future Now' signed agreements with four scaleups to develop artificial intelligence and blockchain solutions
→ Etisalat entered into a strategic partnership with the Federal Electricity and Water Authority in the UAE to provide them with a smart business messaging platform

**FEBRUARY**
→ Etisalat unveiled the Robotic Centre of Excellence to deliver automated solutions for greater customer satisfaction

**MARCH**
→ Etisalat Group's shareholders lifted restrictions on foreign shareholders voting rights
→ Etisalat collaborated with the Abu Dhabi Smart Solutions and Services Authority to digitise government services through its TAMM platform
→ AT&T joined the Global Cyber Security Alliance formed by Etisalat Group, Singtel, Softbank, and Telefonica
→ The UAE ranked as a global leader in fibre optic networks for the third year in a row, supported by Etisalat's countrywide fibre network

**APRIL**
→ Etisalat launched the UAE's first cloud gaming service to deliver high-quality cloud-based games on its eLife TV product line
→ Mobily granted a fixed line service license by Saudi CITC allowing the company to become a fully integrated telecom operator

**MAY**
→ Etisalat launched the first smartphones supporting 5G network in the MENA region
→ Etisalat is first partner to launch Manchester City title win campaign following the team's English Premier League victory

**JUNE**
→ Maroc Telecom completed the acquisition of 100% ownership in Tigo Chad
→ Etisalat and Noor Bank jointly launched eWallet, a new mobile digital payment service
→ Onatel launched 4G services in Burkina Faso
→ Etisalat enabled 5G network inside Abu Dhabi's new international airport, which became the first airport in the region with 5G coverage allowing speeds of up to 1Gbps

**JULY**
→ Etisalat collaborated with eight banks to develop UAE Trade Connect, a new blockchain platform to digitise trade
→ Etisalat collaborated with Microsoft to provide state of the art digital transformative solutions
→ Etisalat Misr and Telecom Egypt signed four agreements to provide virtual fixed voice and bitstream services
→ Credit rating agency Standard & Poor's affirmed Etisalat's rating at AA- with stable outlook

**AUGUST**
→ Etisalat Academy launched the GCC's first accredited service automation framework (SAF) training centre
→ PTCL partnered with Metropolitan Corporation Islamabad to support a clean and green environment

**SEPTEMBER**
→ Etisalat signed an agreement to acquire the Cybersecurity company – HelpAG, both in the UAE and KSA
→ Etisalat named Best Regional Wholesale Carrier by Telecoms World Middle East

**OCTOBER**
→ Etisalat Digital and SonicWall partnered to deliver network security to Small and Medium Enterprises (SMEs)
→ Etisalat successfully completed the first end-to-end 5G standalone call in the MENA region
→ Etisalat Digital teamed up with Abu Dhabi Digital Authority (ADDA) to launch Scale AD innovation programme

**NOVEMBER**
→ Credit rating agency Moody's affirmed Etisalat's rating at Aa3 with stable outlook

**DECEMBER**
→ Etisalat recognized as the fastest mobile and broadband network in the MENA region by Ookla
→ Etisalat launched the second edition of the Hello Business Pitch competition, a unique platform that promotes business growth and innovation in the UAE

## MEMBERSHIPS

- CEB Global Limited
- European Telecommunication Standards Institute
- FTTH Middle East and North Africa FZ LLC
- First.Org, Inc.
- Foundation for the Global Compact
- Gartner Gulf FZ-LLC
- Global System for Mobile Communications Association (GSMA)
- Information Systems Audit and Control Association
- Institute of Risk Management
- Internal Auditors Association
- International Telecommunication Union
- Pacific Telecommunications Council
- SAMENA Telecommunication Council
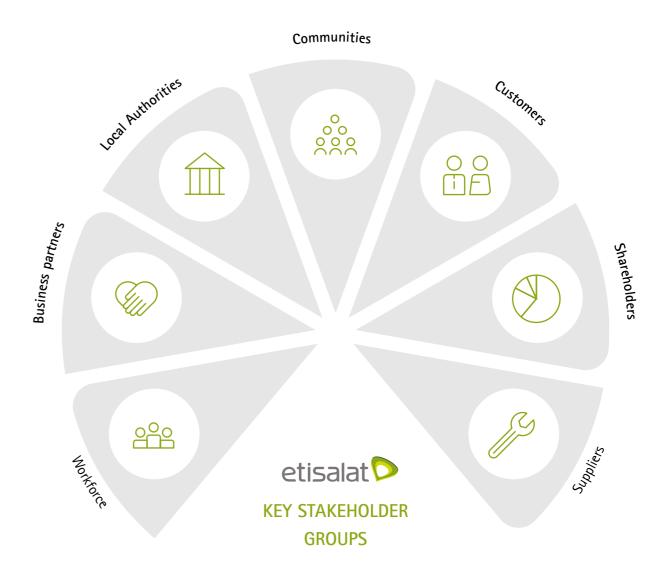- United Nations Global Compact (UNGC)

# 02

## SUSTAINABILITY

Sustainability is at the core of everything we do. We strive hard to operate responsibly and transparently by living our inspiration for Paving the way for a sustainable and connected digital future. We are committed to having a positive impact on our communities, while at the same time maintaining sustainable success.

We are embarking on a progressive roadmap to monitor, benchmark and continuously enhance our economic, environmental, and social performance.

# STAKEHOLDER ENGAGEMENT

Understanding the views and concerns of Etisalat's diverse stakeholders informs our business practices and corporate priorities. We regularly engage our key stakeholder groups, represented in the diagram below, to help shape and drive our sustainability strategy. Through various communication channels we listen and seek feedback from the stakeholders who are affected by our business.



Communities
Local Authorities
Customers
Business partners
Shareholders
Workforce
Suppliers

etisalat

**KEY STAKEHOLDER GROUPS**

# MATERIALITY ASSESSMENT

We continuously seek to identify and respond to existing and emerging global and regional matters that present risks as well as opportunities for our business and key stakeholders. To identify key material issues, we:
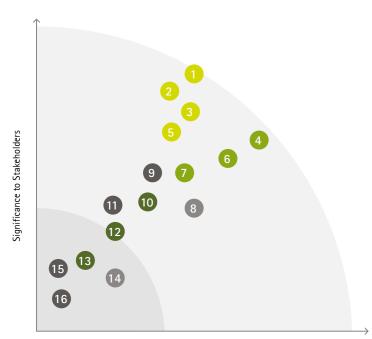
1. **Identify** a list of potential material issues through desk-based research, including a review of peer companies, industry standards and employee interviews.
2. **Prioritize** stakeholders (both internal and external) and topics to rate material issues in terms of their perceived importance.
3. **Review** results internally within Etisalat management and the sustainability team. This review ensures the list of material issues capture and is inclusive of all stakeholder perspectives.

The findings of our materiality analysis are presented on the matrix below. It reflects our understanding of the significance of each topic in terms of significance to stakeholders and significant to organization.



Significance to Stakeholders

Significance to organization

**Coverage in the Etisalat Sustainability Report**

- Marketplace and Customers
- Accountable Business Practices
- Our People
- Environmental Management
- Connected Communities

| # | MATERIAL TOPIC | PRIORITY |
|---|---|---|
| 1 | Customer Privacy and Data Security | More Important |
| 2 | Customer Satisfaction | More Important |
| 3 | Responsible Marketing Communications | More Important |
| 4 | Economic Performance | More Important |
| 5 | Digital Innovation | More Important |
| 6 | Transparency and Anti-corruption | More Important |
| 7 | Enterprise Risk Management and Accountability | More Important |
| 8 | Climate Change and Energy Management | More Important |
| 9 | Digital Access and Inclusion | More Important |
| 10 | Emiratisation | More Important |
| 11 | Health and Safety | More Important |
| 12 | Talent Attraction, Retention, and Development | More Important |
| 13 | Diversity and Equal Opportunity | Important |
| 14 | Water, Waste and Biodiversity | Important |
| 15 | Social Impact and CSR | Important |
| 16 | Sustainable Procurement Practices | Important |

# SUSTAINABILITY STRATEGY & FRAMEWORK

To conceptualize sustainability, we rely on a sustainability framework for defining and managing our environmental, social, and economic impacts. Our framework has five key pillars: Accountable Business Practices, Marketplace and Customers, Connecting Communities, Environmental Management, and Our People. We believe that an effective framework, supported by progressive improvement programmes, will help us achieve our strategic business objectives.

This report provides our initial disclosure and progress against each of these areas. We have grouped our material topics into the five pillars of Etisalat's sustainability framework:

- → Economic Performance
- → Anti-Competitive Practices & Anti-Corruption
- → Governance, Transparency & Accountability
- → Enterprise Risk Management
- → Responsible Marketing Communications
- → Sustainable Procurement Practices

- → Customer Privacy & Data Security
- → Customer Satisfaction
- → Customer Health & Safety
- → Digital Innovation
- → Product Service & Quality



- → Talent Attraction, Retention & Development
- → Diversity & Equal Opportunity
- → Emiratization
- → Occupational Health & Safety

- → Digital Access & Inclusion
- → Social Impact

- → Climate Change & Energy Management
- → Waste Management & Recycling
- → Water & Biodiversity Management

# ALIGNMENT TO STANDARDS

We align our sustainability efforts to national and international priorities such as the UAE Vision 2021 and the UN SDGs. We do this to ensure sustainable development of a robust economy and a motivated society.

As one of the largest telecom companies in the region, we recognize our role in the industry to deliver meaningful contributions to national and international standards and sustainability priorities, including the GRI, SASB, UAE Vision 2021 and the UN SDGs. We have aligned our sustainability plans and efforts to support these ambitious goals.

# 03

## MARKETPLACE AND CUSTOMERS

**MATERIAL ISSUES COVERED**

→ Digital Innovation

→ Customer Satisfaction

→ Customer Privacy & Data Security

→ Responsible Marketing Communications

**UAE VISION 2021 PILLARS**

Competitive Knowledge Economy

Sustainable Environment and Infrastructure

**2019 PERFORMANCE HIGHLIGHTS**

→ Etisalat was announced as Expo 2020's Official Telecommunications and Digital Services Premier Partner.

→ Etisalat introduced the Artificial Intelligence (AI)-powered virtual agent for end-to-end management of transactions

→ Etisalat achieved nearly 53% reduction in the number of attempted cyber-attacks decreased by nearly 53%.

→ Etisalat had zero actual cyber-attacks and data breaches.

**SUSTAINABLE DEVELOPMENT GOALS**

| 3 GOOD HEALTH AND WELL-BEING | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |

# DIGITAL INNOVATION

Digital transformation is the at the core of our strategy and encompasses a broad spectrum of initiatives, including new cloud-based products and services, the enhancement and development of our digital channels and the transformation and automation of internal as well as customer-facing processes through the adoption of RPA or AI driven platforms. Digital channels such as mobile apps, websites or customer portals will continue to play a major role in both distribution channels and the maintenance of our brand relevance.

## DIGITAL OPEN INNOVATION CENTRE

In 2019, the Etisalat Digital Open Innovation Centre continued to serve as our key sales enabler and saw many achievements over the year. It was one of the first locations in which customers could experience 5G through holographic communications, and the Etisalat Video Cloud Platform was displayed for the first time. During 2019, the Innovation Centre hosted 337 visits for government, SMB and enterprise partners as well as four educational visits for universities. Overall, it has received positive feedback of 4.5 out of 5.

## CONSUMER RETAIL - BUSINESS CENTRE DIGITISATION

### RETAIL CUSTOMER JOURNEY

World class customer journey standards allow our retail team to deliver premium service to walk-in customers, who enjoy the seamless showroom experience and leave the store happy and impressed.

### MOBILITY (TABLETS)

Our retail teams, instead of being tied-down to desks or counters, are equipped with tablets to serve our customers anywhere within the store, by freely moving around and assisting them wherever they need us, bringing to them all services to complete the full transaction.

In addition, for consumers who desire self-service, fast, friendly self-assisted touch-screen devices are available, through which the customers can perform the entire end-to-end sales transactions on their own, bringing the future to their retail experience.

### LED THEME

Digital LED screens serve multiple purposes, not limited to just enhancing the attractiveness of the store. They also serve as a convenience, and cost efficient mechanism to tailor ambient

advertising, and promote important events such as Flag Day or National Day,

### CUSTOMER EXPERIENCE IMPROVEMENT MEASURES

We are monitoring the customer satisfaction performance of the digital stores on daily bases, utilizing the customer feedback management tool.

### VIRTUAL QMS

The Digital Store is relatively quiet, as we have developed a new way to serve customers without the traditional noisy queue management system. Customers are identified and called by name to personalize the experience, and deliver consumer delight.

### SPECIALLY TRAINED STAFF

Our retail staff is well trained prior to store opening, with a focus on delivering exceptional consumer experience to a diverse audience, and increase sales in an agile manner.

## DIGITIZATION

### RENOWNED ETISALAT.AE WEBSITE

We made impressive strides in the reach for digital transformation across our operations. Complementing these strides, we are glad to announce the launch of the revamped new Etisalat.ae website designed with a fresh new look, customer-friendly browsing experience, and an all-new e-commerce experience for our business customers and our consumers. The upgraded simple design layout provides customers seamlessly access to all the functionalities on-the-go, including higher conversion rates of sales leads requests.

### AUTOMATION AT ETISALAT

In 2019 we introduced the Artificial Intelligence (AI)-powered virtual agent, whereby 100% of the Small and Medium Enterprises (SME) segment customer's calls - as well as consumer segment calls, engineering and Central Information Technology (CIT) related calls - are handled by the virtual agent. Currently, the virtual agent can manage 14% of a transaction end to end, and as such the number of calls transferred to a live agent reduced by over 19% over the last 6 months of 2019.

## 100% 📞

of SME segment customer calls were handled by the virtual agent introduced in 2019

Furthermore, a range of self-care and validation features were introduced and enhanced across Etisalat's services, such as automated rerouting of calls to their appropriate segment and elimination of non-business calls attempting to connect with our agents. We have also introduced a complaints follow-up self-service.

The traditional Interactive Voice Response (IVR) was transformed to Smart IVR with various new functionalities such as the use of an authentication PIN to confirm the identity of the caller. The Smart IVR has been designed to support different segments and needs of customers. It was boosted with new robust engine for detection of faults on fixed line, resolution of the faults and creation of complaints whenever needed.

Self-care services are reducing operational costs through automated interactions and continuous learning from human interactions. They also improve customer satisfaction by providing immediate automated customer service but keeping human intelligence in the loop, where needed. Self-care services provide opportunities for deeper customer insight that can improve products and services based on actual and natural conversations.

As part of our digital transformation journey, we conducted nine seminars on the latest trends in technology. A total of 1,889 staff participated in these seminars covering topics such as 5G business and use cases, new trends in 5G, and AI and automation in the telecom sector.

### ENHANCEMENT OF DIGITAL CHANNELS

On the digital space, we further enhanced the functionalities and look-and-feel of our digital channels, with emphasis put on driving online sales, which showed a remarkable increase (>100%) compared to 2018. Customer centricity was again this year our main priority, also evident in the sharpening up of the customer journey frameworks and the website revamp, which resulted in significant enhancements in customer satisfaction.

We launched the Go Digital innovation in customer care, with the following achievements:

- The Etisalat Mobile App is currently Live with use cases on billing and usage, with special deals, plans and add ons for both customers and businesses.
- Through our Go Digital innovation, nearly 1.5 million customers using the Etisalat Mobile App did not call 101.

### ETISALAT MOBILE APP

We have digitally transformed the end-to-end customer experience by introducing new features in the Etisalat Mobile App and the Etisalat Consumer Mobile App. This includes digitization of processes, and product integration with the App. At the beginning of 2019, there were 120,000 active users, which grew to over 250,000 unique active users in the same year, with an average of more than 30,000 daily active users. The App has an integrated Central Feedback Management system, with a rating above 4.6 on Google Play and Apple Store.

We have digitized and automated both the Customer Order Entry and Order Processing aspects of the Mobile Products Order Management process for Business Customers and introduced the Order Tracking Platform for all business orders.

In our drive to inform our customers on the self-care options available to them, we encourage the use alternative channels such as the Business to Business (B2B) Portal, Etisalat Mobile App and the Etisalat Consumer Mobile App. Upon assisting customers with their needs, our Call Centre Agents educate the customers on the self-care features available to them online and encourage them to use these services. With this continuous drive, Business Care achieved over 10% conversion from the total 87,000 Mobile App logins.

## 250,000 👤

unique active users in the same year

### PAVING THE WAY FORWARD

2019 was another successful year for us in the field of digital innovation, and 2020 looks to be the same. Etisalat was announced as Expo 2020's Official Telecommunications and Digital Services Premier Partner in 2018. In preparation, we are building state-of-the-art technology, including 5G mobile access network, high-speed Wi-Fi and innovative digital solutions for Expo 2020 and its international participant.

### ROBOTIC CENTRE OF EXCELLENCE

Innovation is embedded in our operations and is an integral element of everything we do, with an emphasis on providing a digital experience to the consumer. Etisalat's Robotic Centre of Excellence is aimed at delivering a wide variety of automated solutions to boost efficiency and improve productivity leading to greater customer satisfaction.

The centre currently has 122 robots - which have performed 2.7 million autonomous transactions by the end of 2019 since launch - in Etisalat's Business Care and Order Management back office functions. The introduction of robotic process automation is part of Etisalat's endeavour to drive the digital future and empower society in line with the UAE Vision 2021.

As we move further into the digital age, there is a growing need to turn towards emerging technologies to streamline operations and inject greater efficiency into our business processes. The opening of Etisalat's Robotic Centre of Excellence addresses the evolving needs of our customers, with robotic process automation services improving overall efficiency, speed, and accuracy of our back-office team, with the aim of further enhancing customer satisfaction.

Robotic process automation releases back office agents from repetitive, mundane tasks to concentrate on high value activities that cannot be robotised. Robots perform monotonous tasks much more accurately, securely, and reliably. Software robots are supporting back office agents to complete repetitive tasks 70% faster.

etisalat
اتصالات

Leading the digital future to empower societies

# CUSTOMER SATISFACTION

**Excellent customer care is the foundation of our business, and we work tirelessly to meet and exceed our customers' expectations. We are always striving to improve and simplify our processes to serve customers better, provide multiple channels for easy and convenient access to services, and attend to customer needs in a timely manner.**

We have formulated the Customer Experience (CX) Committee which consists of Etisalat Chief Executives and is dedicated to enhancing customer experience. Over the past seven years, we have continued to adopt our approach for reviewing customer related projects, known as Go to Market (GTM). We introduced a new service known as "Customer Touch Point Mystery Shopping", where most of the GTM Forum Members are required to carry on various transactions and report their experience to the forum with suggested enhancements.

In 2019, the CX Committee and GTM focused on the digital transformation initiatives to introduce a wide range of products and services on Etisalat digital channels that can be provisioned on an end-to-end basis, such as enhancing the eCommerce functionality of the Customer Experience Journey on Etisalat website and mobile application.

To ensure our offerings address our customers' needs, the Etisalat Product Marketing team consistently analyse global telecom trends, customer usage behaviour and sales performance analytics to design and update new and existing features. Sales representatives undergo regular training to ensure that best practices are followed and implemented.

In 2019 we implemented various initiatives to enhance the customer experience, facilitate customer engagement and obtain feedback from our customers. We have upgraded the renowned etisalat.ae website, introduced automation within Etisalat's operations and upgraded the Etisalat Mobile App to enable our customers to seamlessly and engage with us for all their needs. For more information on our digitization efforts refer to Digitization.

We encourage our customers to access self-service options for their accounts. Customers can control usage and mobile expenses through usage limits, data caps and network settings, as well as change network plans. All our high-volume key self-service features have now been automated. Customers can inquire about their account information via digital channels, and access a dashboard with full visibility of bills, payment, and billing history.

## MYSTERY SHOPPING PROGRAMME

Etisalat's Mystery Shopping Programme helps us monitor and enhance the customer experience. It measures compliance of retail store staff against the Etisalat Customer Journey guidelines. Mystery visits to Etisalat stores are carried out by undercover staff to assess performance based on the staff members compliance with the Etisalat Customer Journey guidelines. This Programme allows us to better understand our customers' needs and meet their expectations.

In 2019, the mystery shopping average score was

# 91%

whereas in 2018 the average score was 90%.

The Mystery Shopping Programme has a pre-determined set of goals and objectives concerning enhancement of customer experience. The aim of the Programme is to achieve continual improvement to enhance Etisalat customers experience throughout the evaluation of all customer journey stages.

In seeking new ways to achieve operational excellence, we have also implemented the COPC Certification – Release 6.0 (CSP Standard). The COPC CX guides the performance management and performance metrics for key processes specific to our operations to drive continuous improvement.

In the digital space, we have further enhanced the functionalities, look-and-feel and ease of use of our digital channels. Our emphasis has been on driving online sales, which has showed a remarkable increase of more than 100% compared to the previous year.

At the Etisalat customer-facing channels, sales agents are trained to explore customer needs and requirements before recommending the best-fit product or service. The Etisalat Customer Journey guidelines require sales agents to be completely transparent when they discuss key terms and conditions with customers.

This is achieved through in-house designed Etisalat Customer Journey guidelines, built on the Sales Excellence 5-point framework, which aims to provide an effective and efficient customer experience.

We deployed a "Customer Feedback Management System" which measures customer satisfaction across customer care, sales, digital and self-serve channels, and technical performance. Feedback can be collected via SMS, Etisalat Mobile App, email and/or the etisalat. ae website. All customers are invited to participate in the survey and share their feedback.

Our customer satisfaction is measured by the customer effort score and the retail satisfaction score. The customer effort score is the measure of effort that a customer puts in to carry out a particular transaction. It is measured on a 5-point scale (no effort to very high effort), where the lower the score the better. The retail satisfaction score refers to the customer satisfaction across the Etisalat retail stores. It is also captured on a 5-point scale (extremely dissatisfied to extremely satisfied).

## AUTOMATION AT THE CUSTOMER CARE CENTRE

### DIGITAL CUSTOMER CARE:
Our plan is to digitise traditional human-supported customer care channels with AI-Driven Virtual Assistants/Bots, Self Help Etisalat Mobile App and "Be-Proactive" channels.

### ARTIFICIAL INTELLIGENCE DRIVEN VIRTUAL ASSISTANT/BOTS:
AI driven Virtual Assistant is already Live across Voice (101, 181) & Non Voice channels (Chat) from 2019 onwards.

- The Virtual Assistant for Voice already covers 54% of the interactions & handles nearly 62% of the transactions on the same.
- The Chat BOT handles one out of every two chats.
- The 181 Bot currently handles 85% of the transactions.
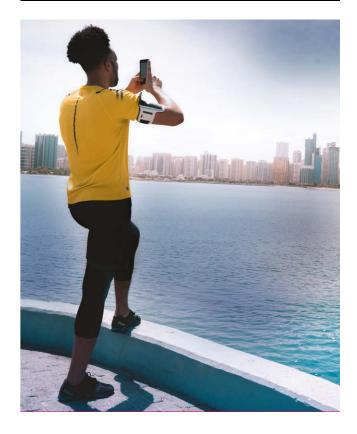
### PROACTIVE TRACK:
- Currently covers the tracks on Billing & Technical.
- Proactive billing is live with initiatives to reduce home-move related calls/complaints and Terms & Conditions consent.

## ADDRESSING CUSTOMER ISSUES

To ensure our customers receive the support they need, we ensure that customer complaints can be received through various accessible channels, including retail, inbound voice calls, and inbound non-voice calls, which include chat, email, and social media platforms. All complaints are registered in the Customer Interaction Management System (CIM), and the relevant data is collected and verified.

Complaints are classified into 3 categories – Technical, Billing and Customer Service. Technical complaints are further classified into fixed and non-fixed. Non fixed technical complaints are transferred to the expert desk for faster resolution. Fixed technical complaints are shared with engineering team for corrective action. For each category of complaint there is an SOP to be followed as per the nature of the issue. In all cases, the resolution is communicated back to the customer, and once satisfied, the complaint is closed in the CIM.

# 93% 👍

of customer complaints resolved

The number of customer complaints continue to fall year on year. In 2019, the number of customer complaints decreased by 21% from the previous year, with 93% of customer complaints resolved.

## CUSTOMER COMPLAINTS

| 2017 | 2018 | 2019 |
|------|------|------|
| 1,819,175 | 1,529,363 | 1,200,583 |
| 1,808,219 complaints resolved | 1,457,987 complaints resolved | 1,116,133 complaints resolved |

# CUSTOMER PRIVACY & DATA SECURITY

**Etisalat management understands the importance of information security and has made it a strategic objective to protect our customers' personal information and maintain their privacy. Our Privacy Policy has been formulated to assist customers in understanding how their personal information is treated in Etisalat.**

To measure and ensure compliance, we have several privacy and security KPIs set across the various domains and departments, including the maintaining of 100% availability ('uptime') of security controls, maintaining zero open Critical and High-Severity vulnerabilities, and maintaining zero security attacks and breaches that could impact Etisalat business (such as revenue loss, reputation impact and service availability).

Our long running executive-level "Information Security Steering Committee" oversees the overall security posture of Etisalat and ensures the continuous enhancement of cyber security controls to protect customers' data and protect the wider business. The Steering Committee is responsible for suggesting new security controls, creating, and updating security policies and arranging for security training and awareness for our staff.

### THE MAIN ROLES AND RESPONSIBILITIES OF THE INFORMATION SECURITY STEERING COMMITTEE ARE TO:

🔒 Develop the overall information security vision and the information security policies.

👁 Oversee the effectiveness of the implemented security controls by conducting regular third-party assessments.

📄 Conduct periodic risk assessment and business impact analysis.

✍ Endorse the remediation plans for any security deficiencies.

🖥 Conduct and Support awareness campaigns to Etisalat staff, executives, and board members.

The Steering Committee constitutes subject matter experts as members from the concerned technical and business departments to implement cyber security initiatives and execute the recommendations of the security steering committee and advisory board. It manages six technical security teams who are responsible for implementation and all technical aspects related to cyber security and privacy, including IT security, network security, physical security, personnel security, security training and awareness and security policy development and review.

The Steering Committee meets monthly to discuss the progress of security initiatives and challenges. On a quarterly basis, the steering committee shares key updates on progress with the Etisalat Advisory Board, which are also shared with the Etisalat Group CEO, as needed.

👤 **TO SAFEGUARD CUSTOMERS' DATA, WE UNDERTAKE THE FOLLOWING PROCEDURES:**

- Data Encryption for users' laptops and removable media devices
- Media sanitization (degaussing) for erasing the data from the expired storage media (hard disks)
- Data leak prevention across all data transfer channels (web, email, and removable devices)
- Data masking (scrambling the sensitive fields in the testing data)
- Information classification. Business information is categorized into four categories: restricted, confidential, internal, and public
- File integrity monitoring (for accessing / changing sensitive data)
- Strong passwords and multi-factor authentication using fingerprint devices and tokens
- Advanced Persistent Threat Prevention (APT) controls to prevent against data exfiltration
- Privilege access management
- Mobile device management
- Domain Mail Authentication, Reporting & Conformance (DMARC) for the protection of against email phishing attacks and prevention of personal information theft.

This year, we enhanced the network security system for accessing the personal information of Etisalat part time staff on Public Cloud services using web application and advance firewalls. We also upgraded and enhanced the APT to support 10 Gbps in inline mode.

Finally, employees who fail to comply with privacy policies and requirements face remedial measures, including disciplinary action. The data protection policy is clearly stated in our Code of Conduct and our disciplinary measures regarding employee personal conduct and disciplinary actions are clearly stated in the HR manual. The significant aspects of these documents are publicly available on the corporate website. There are no cases to report on Data Privacy issues.

## SECURITY POLICIES

Etisalat's corporate security policies address cybersecurity aspects related to our business environment which are reviewed on a regular basis. The Etisalat IT Security Management Framework covers five key focus areas including data security, access security, host security, network perimeter and security monitoring.

The Information Security Steering Committee has developed a series of security policies covering all security domains to support our operations and ensure the protection of information assets in terms of confidentiality, integrity, and availability.

As part of the Data Sovereignty policy, Etisalat's Smart Security Solutions Division mandates that all customer data shall be stored within the UAE country borders. We have signed partnerships with the largest Public Cloud operators to establish their Public Cloud Data Centres in UAE to service Etisalat and its customers.

**The Steering Committee has developed 13 security policies to specifically address data protection and customer privacy:**

| | | | | |
|---|---|---|---|---|
| Executive Information Security Policy | Data Protection Policy | Access Control Policy | Encryption and Key Management Policy | Information Classification and Handling Policy |
| Information Systems Acquisition | Media Sanitisation Policy | Public Cloud Security Policy | Secure Information Transfer Policy | Asset Management Policy |
| Business Continuity Policy | Compliance Management Policy | Data Sovereignty | | |

### TRAINING AND AWARENESS

We provide employees with specialised training regarding privacy, including data protection, cyber security, information security, hacking, and cloud computing. We educate employees on our information security guidelines and compliance is mandatory. We take disciplinary action against employees who violate customer and data privacy.

In 2019, we conducted various awareness security campaigns our staff across the UAE, which included the following:

- Annual security roadshow: We conduct annual security roadshows that include external experts in security followed by panel discussions and both technical and non-technical presentations on cyber security, complete with hacking demonstrations.
- Regular awareness messages using Etisalat's internal communication to remind employees of the importance of data protection and security measures.
- Early-warning awareness messages for global or international cyber security incidents.

- Site visits to workplaces to assess the staff security awareness and compliance.
- Learning Management System for offering online Cyber Security Training to Etisalat staff.

---

**We offer and undertake various training courses and certification programs to employees across both technical and non-technical areas, including:**

**ETISALAT DIGITAL ACADEMY:**

- Security Data.
- Security Operations & Maintenance.
- Penetration Testing & Ethical Hacking.
- Security Architecture.
- Governance Risk and Compliance (GRC).

**E-LEARNING MANAGEMENT SYSTEM:**

- Cyber security foundation.
- Information Security Awareness for End User.
- Information Security Awareness for Line Manager.
- The e-learning program also includes quizzes and prizes to winners.

**EXTERNAL SECURITY TRAINING COURSES CONDUCTED FOR IT SECURITY INCLUDE:**

- Microsoft Azure Fundamentals.
- Microsoft 365 Security.
- Microsoft Azure Cloud Security.
- Kaspersky EDR.
- Fortigate Firewall and Fortigate Application Delivery Control (ADC).

### AUDITING AND COMPLIANCE

Etisalat's Privacy Policy and Etisalat's Code of Conduct, include a dedicated section on customer privacy.

To ensure the continuous effectiveness of Etisalat's privacy and security management system, we undertake quarterly internal audits and penetration testing. We also engage a third-party firm to conduct external audits on an annual basis.

At Etisalat, we are committed to our compliance with the UAE cyber security standard developed by the Signals Intelligence Agency (SIA). The standard is comprised of 188 controls covering all management and technical security controls. We regularly perform external and internal assessments of Etisalat's cybersecurity protocols.

To strengthen our defences and share resources and best practices, we partner with other organisations to address a range of complex challenges associated with security and risk management. We have participated in the Global Telco Security alliance along with other major telecom providers including Telefonica, Singtel, Softbank and AT&T. The alliance is one of the world's biggest cybersecurity providers. In 2019, the Etisalat Information Security Steering Committee visited the Microsoft Executive Briefing centre in Redmond, Seattle to visit their cyber defence centre and obtain more information about their cyber security efforts and technologies which can be implemented in Etisalat.

In 2019, the number of attempted cyber-attacks decreased by nearly 53% compared to the previous year, while actual number of cyber-attacks and data breaches remained at zero. This attests to Etisalat's processes and to the stringent measures in place to protect customer information and combat cyber-attacks.

### DISASTER RECOVERY AND BUSINESS CONTINUITY REHEARSALS

We arrange annual campaigns for disaster recovery and business continuity rehearsals, focusing on our critical services and systems. The rehearsals include simulations for:

- Cyber security scenarios such as massive virus outbreaks
- Unavailability of some data centres
- Unavailability of some high-rise buildings
- Unavailability of critical services due to denial of service attacks

The results of these simulations are shared with Etisalat's stakeholders along with an action plan for improvement.

### NUMBER OF ATTEMPTED CYBER ATTACKS

| Year | Attempts |
|---|---|
| 2017 | 107,693,371 |
| 2018 | 167,306,381 |
| 2019 | 79,374,336 |

**Zero** attempted cyber attacks

**Zero** actual cyber attacks

# RESPONSIBLE MARKETING COMMUNICATIONS

## TECHNOLOGICAL INNOVATION

Throughout 2019, we implemented several innovative and advanced technologies to improve data and network security. These technologies provide precautionary measures to prevent attacks and/or mitigate incidents at an early stage as well as introduce technological innovations that enhance processes across Etisalat's functions and services.

### 1. USER AND ENTITY BEHAVIOUR ANALYSIS (UEBA)

Expansion of analytics and big data capabilities including the implementation of machine learning and AI techniques, which enabled the use of dynamic variables for real-time profiling of the customers and the development of a wider range of high relevance, tailor-made offers

### 2. PUBLIC CLOUD SECURITY BROKER (CASB)

- Enhanced the security platform that controls access to data stored on the public cloud
- Monitor user's transactions and trigger alerts on any violations

### 3. THREAT INTELLIGENCE BASED ON MACHINE LEARNING

Heuristics and predictive analysis for the computers' behaviours to detect any potential threats

## PRODUCT SERVICE & QUALITY

We are committed to offering the highest standards of service and quality to our customers. To achieve this, we enhance the reach, reliability, and quality of our networks in the UAE. We invest in new base stations, upgrade our technologies, and increase network capacity to cater to increasing demand. In 2019, our capital investment in the UAE amounted to AED 4.4 billion, an increase of 18% from the prior year.

We have implemented a Performance Improvement & Quality Assurance management system, and 20 business units across Etisalat are ISO 9001:2015 certified for Quality Management Systems. We are certified for Quality Management System for Information & Communication Technology (TL 9000).

In 2019, Etisalat became SAP-recertified for infrastructure and cloud services. In addition, the Etisalat IT business unit is certified against the ISO 27001:2013 Information Security Management System. We also comply with the Payment Card Industry Data Security Standard (PCI DSS). We are ISO 20000-1:2011 certified for IT Service Management Systems. The Etisalat Data Centres are ranked Tier III for Gold Operational Sustainability Certification.

Furthermore, Etisalat Tawi-Al-Saman (TAS) Earth Station has achieved Tier 4 Full World teleport Association (WTA) certification, which recognizes TAS Earth Station's compliance against the highest level of WTA standard requirements. This remarkable achievement has put Etisalat in a pioneering position to be the first Earth Station to achieve Tier 4 full WTA certification in the MENA region, and is the twelfth station worldwide as of February 2019.

The Etisalat Product Development Division has been driving the transformation of a full and agile product and service development approach for business and consumer services with all concerned stakeholders and cross functional teams within the organisation. The Division is responsible to planning, implementation, and management of the life cycles for new and existing business products and services. Product development activities are aligned with the yearly roadmaps and B2B strategies and strategic objectives. For each product/service full experience/customer journeys and commercial use cases, covering different scenarios/life cycles, are developed, and implemented. The Division ensures the quality of any new launched product/service. No new or enhanced product and service are launched to market without complete end-to-end extensive testing covering the full experience.

# PRODUCTS AND SERVICES ENHANCING DIGITAL INCLUSION

In 2019, Etisalat launched various products and services to enhance the customer experience and broaden digital inclusion, including:

- ❯ Launched WaselGo, an all-new plan offering roll-over of minutes and data for the first time in UAE by giving customers the access to weekly bundles

- ❯ Launched Freedom Unlimited, offering Freedom post-paid customers, for the first time in the UAE, unlimited local and international calls

- ❯ Introduced Roam Like Home, a best-in-value innovative service enabling Freedom post-paid customers to enjoy a seamless roaming experience, by using their local allowances while travelling abroad

- ❯ National speed upgrades for eLife, increasing the entry-level speeds from 100 Mbps to 250 Mbps in line with UAE's leadership vision to reach a top position globally in terms of internet speeds

- ❯ Launched UAE's first cloud gaming platform on eLife, aimed at addressing the largely untapped casual gaming market by enabling potential users to play the latest games without the need to have a separate gaming console

- ❯ Launched the first 5G smartphone in the MENA region, enabling our customers to be the first to enjoy the super-fast 5G network of speeds of up to 1Gbps

- ❯ Established a joint venture with Noor bank (now acquired by Dubai Islamic Bank), to offer e-wallet services, the first digital payment service regulated and licensed by the Central Bank of the UAE, aimed at empowering UAE customers with safe, convenient, and flexible payment solutions using a mobile device.

- ❯ We introduced the Smiles App to all UAE residents, businesses, and visitors. We also launched a co-branded credit card in partnership with CBD, offering unique rewards and lifestyle benefits, all of which contributed to surpassing the mark of 2 million unique registered users. Currently there are more than 800 brands ranging from retail to travel and hospitality on the platform and above 2.1 million members on the Smiles App.

- ❯ Launched the Etisalat MobileHub portal for B2B customers to allow them to track spending and allocate shared minutes or data allowances to different users based on their individual needs with ease and flexibility

- ❯ Launched the Virtual Prepaid service, which allows individual users of a company-paid line to top up a prepaid account at their own expense, allowing the end user to enjoy more services while keeping company costs under control.

## 2 million ⊕

Unique users on the smile app launched for residents and visitors across the UAE.

## THE NATIONAL EARLY WARNING SYSTEM

The National Early Warning System project was initiated by the National Emergency Crisis and Disasters Management Authority (NCEMA) in 2017. Etisalat, as a strategic partner to NCEMA, alerts the public, within a selected geographical area, before or during a crisis (via cell broadcast). This effective and fast public warning system is intended to focus on the wellbeing and safety of all residents in the UAE, including visitors.

"This effective and fast public warning system is intended to focus on the wellbeing and safety of all residents in the UAE, including visitors."

# RESPONSIBLE MARKETING

Customer centricity is embedded into the design of our products and services. All customer segments are considered when new products and services are developed. We analyse trends, behaviours and sales performance when creating new products and services or when updating existing ones.

Our three years' corporate strategy retains the digitally fuelled inspiration for **Paving the way for a sustainable and connected digital future.** Customer centricity was remains to be our main priority, also evident in the sharpening up of the customer journey frameworks and the website revamp, which resulted in significant enhancements in customer satisfaction.

## SALES CENTRE OF EXCELLENCE

Our Sales Centre of Excellence is a state-of-the-art recruitment and training centre, where the required resources are available on demand to recruit and train frontline agents for all sales channels. The centralized operation contains a variety of training setups and retail counter and device simulations to build knowledge, skills, and confidence in the trainees to effectively interact and perform with our customers. This includes highly effective and robust induction programs for staff before they are deployed in the sales channels. The training induction program is continuously reviewed and adjusted to incorporate practical scenarios based on new consumer behaviours exhibited by capitalizing on the versatile training centre environment.

The delivery of the training programs is conducted entirely in house by the training team within Sales. The design of the training modules is created either in house within sales, by sales along with HR Learning & Development, or through external vendors.

# 04

## ACCOUNTABLE BUSINESS PRACTICES

**MATERIAL ISSUES COVERED**

→ Economic Performance

→ Transparency and Anti-corruption

→ Enterprise Risk Management and Accountability

→ Sustainable Procurement Practices

**UAE NATIONAL VISION 2021 PILLARS**

Competitive knowledge economy

**2019 PERFORMANCE HIGHLIGHTS**

→ AED 52.2 billion revenue

→ 9% female representation across the Board of Directors

→ 90% of procurement spending allocated to locally based suppliers

**SUSTAINABLE DEVELOPMENT GOALS**

| 8 DECENT WORK AND ECONOMIC GROWTH | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |

# ECONOMIC PERFORMANCE

At Etisalat, we adopt a sustainable business model to achieve financial and performance gains. As a publicly listed company listed on the Abu Dhabi Securities Exchange (ADX), we aim to positively contribute to the economic vitality of the UAE, while ensuring the overall attainment of the UAE Vision 2021.

In 2019, Etisalat Group demonstrated strong financial performance and maintained a high credit rating. The Group's consolidated net revenue remained stable at AED 52.2 billion, while the EBITDA increased by 2% to AED 26.4 billion in 2019. The consolidated net profit was AED 8.7 billion. This reflects a healthy balance sheet and solid performance for Etisalat Group.

In the UAE, revenue remained stable at AED 31.5 billion, as a result of growth of the mobile post-paid and eLife segments driven by customers' uptake to premium content and higher speed packages, increased offering of business solutions and digital services and wholesale segment. This was offset by revenue decline in the prepaid segment and lower handsets sales.

Etisalat Group has a strong track record of dividends distribution to shareholders. In 2019, we paid 80 fils per share representing a total cash dividend payment of AED 7.0 billion. For more details on our financial results, refer to the Etisalat Group 2019 Annual Report.

**REVENUE (AED; BILLION)**

| 2017 | 51.6 |
| 2018 | 52.4 |
| 2019 | 52.2 |

**NET PROFIT (AED; BILLION)**

| 2017 | 8.4 |
| 2018 | 8.6 |
| 2019 | 8.7 |

**EBITDA (AED; BILLION)**

| 2017 | 25.9 |
| 2018 | 25.9 |
| 2019 | 26.4 |

**OPERATING COSTS (AED; BILLION)**

| 2017 | 32.1 |
| 2018 | 32.7 |
| 2019 | 32.2 |

**TOTAL OPERATING INCOME (AED; BILLION)**

| 2017 | 17.4 |
| 2018 | 18.3 |
| 2019 | 17.6 |

**DIVIDENDS PAID TO SHAREHOLDERS (AED; BILLION)**

| 2017 | 6.95 |
| 2018 | 6.95 |
| 2019 | 6.95 |

# TRANSPARENCY AND ANTI-CORRUPTION

## GOVERNANCE AND INTEGRITY

Etisalat is committed to doing business with the utmost transparency, integrity, and accountability. We maintain the highest levels of corporate governance and implement responsible business practices, while adopting local and international standards of integrity throughout our operations.

The telecommunications sector is fast-paced and ever-evolving, which is why Etisalat uses effective governance criteria that allow our operations to run smoothly with an integrated system of policies and mechanisms.

Etisalat operates through several transparency platforms among which include the media and press announcements, the ADX disclosure website, and the www.etisalat.com website which articulates the company's information and disclosures as well as the Etisalat Governance Report. Etisalat's Governance Report serves as the most important platform for transparency and interaction with the public. Governance is embodied in an array of rules and measures under which the company is run and controlled. It regulates the relations between the Board of Directors, executive management, shareholders, and other stakeholders. Moreover, governance handles corporate social responsibility with due attention. This report brings governance to the attention of the public and enables shareholders to get acquainted with the company.

We have a comprehensive set of policies that serve as the governance framework for Etisalat's Board of Directors, including:

- Board Membership Policy.
- External Auditor Policy.
- Insider Security Trading Policy.
- Policy of Holding Shareholders General Assembly.
- Dividend Policy.
- Board Members Conflict of Interest Policy.
- Board Confidential Information Disclosure Policy.
- Policy of Transactions with Related Parties.

Eleven members make up the Board of Directors. All board members, including the Chairman, are non-executive and independent. At Etisalat, we know how important it is to have a diverse Board of Directors. Currently, female representation at the board level stands at 9.1%. In 2019, the Board of Directors held five meetings. The Etisalat Board of Directors undertakes an annual evaluation including consideration of Etisalat Group's performance which reviews ESG elements. Executive compensation is linked to targets of revenue compensation.

Three committees assist the Board of Directors to effectively run the company and allow for a streamlined management structure and approach. Each committee is governed by its own charter that defines functions, constitutional mechanisms, conditions governing meetings, meeting quorum and decision making.



Board of Directors

Audit Committee

Nominations and Renumerations Committee

Investment and Finance Committee

The remuneration of Board members is a lump sum amount submitted to the General Assembly approval via Board recommendation. The total remunerations of the Board members in 2019 amounted to AED 17,515,726 covering membership in the Board and its Committees along with the allowance for attendance of the Board Committees' meetings.

For further details on remuneration of the board as well as salaries and remuneration of executive management, refer to the Etisalat Governance Report.

## AUDIT COMMITTEE

The Audit Committee consists of five non-executive and independent members; four of them are Board Members in addition to one external member who holds qualifications in finance and vast experience in this area. All the Audit Committee members are well-versed in financial and accounting matters.

The Audit Committee convenes periodically and whenever necessary. The Audit Committee was constituted to help the Board of Directors in various field and to undertake its duties in accordance with its Charter, which serves as an authorisation for undertaken its functions in compliance with the laws and regulations taking force in the country. The Audit Committee held eight meetings in 2019.

**The Audit Committee's responsibilities include:**

- Monitoring the soundness and integrity of the Etisalat's financial statements.
- Developing and implementing a policy for contracting with the external auditor.

- Ensuring the external auditor's independence.
- Reviewing the systems of the financial control systems and risk management.
- Reviewing the implementation of internal control systems and policies.
- Supervising the functions of the Internal Control and Audit Department to ensure the sound performance of its duties.

The Audit Committee undertakes an annual self-assessment of its (and its individual members') performance, role, delegations and performance for the purposes of determining if key risks and strategic issues, which it handles need to be reviewed or re-allocated by the Board. The Board also undertakes an annual review of the composition of the Audit Committee to ensure its continued compliance with industry and regulatory best practices.

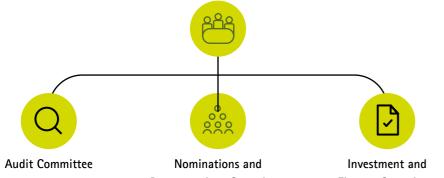## NOMINATIONS AND REMUNERATIONS COMMITTEE

The Nominations and Remunerations Committee consists of four non-executive and independent members. The Nominations and Remunerations Committee held four meetings in 2019.

**The Committee's responsibilities include:**

- Setting the policies, which define our talent requirements for executive management and staff.
- Establishing policies pertaining to remunerations, incentives and compensations of Board members, executive management, and staff.
- Making sure compensations are in line with Etisalat's strategy of attracting and retaining talented staff.
- Organising and administering the nominations for the board directorship.
- Ensuring that the Board meets the independence requirements and reports its findings.

## INVESTMENT AND FINANCE COMMITTEE

The Investment and Finance Committee consists of five independent and non-executive members. The Investment and Finance Committee held eight meetings in 2019. The Committee assists the board in investment-related business at the local and international levels along with other financial matters.

# ETHICS AND COMPLIANCE

We are fully committed to doing business in accordance with the highest standards of ethics and integrity, with professional business principles and in compliance with legal and regulatory rules and standards. To protect Etisalat's reputation, foster business and stay competitive in markets in which we operate, adhering to the best standards of corporate ethics and complying with national and international laws is a fundamental requirement.

Our compliance governance framework ensures that Etisalat operates in compliance with national and international laws, regulations, and best practices regarding corporate compliance topics, including, but not limited to, anti-bribery and anti-corruption, anti-money laundering, conflict of interest, gifts, entertainment and hospitality, due diligence, data protection, and export controls and trade sanctions.

Our publicly available Code of Conduct covers the entire organisation and includes topics such as bribery and corruption, gifts, entertainment and hospitality, conflict of interest, and money laundering and is communicated to all employees. In addition to this, we have internal detailed formal standalone policies covering bribery and anti-corruption.

Etisalat has a Social Media policy that directs and guides employees on how to use social media in a responsible and secure way when discussing current affairs with the public, and how to express personal opinions without damaging reputation, policies and principles of the UAE, or the reputation of the government and business entities and individuals in general.

Mandatory training sessions were provided to all employees working in departments covering the legal and regulatory landscape, thus, helping us achieve greater awareness on the compliance governance policies and controls.

We undertake annual risk assessments to ensure compliance with all rules and regulations that form part of the UAE Regulatory Framework of Laws and Regulations. We have an ongoing and professional working relationship with the Telecommunication Regulatory Authority (TRA) and all other relevant industry stakeholders. In addition, we participate in industry consultations and ensure that all departments are aware of any changes to the existing regulatory landscape. Moreover, we take part in industry group meetings with the regulatory authority relating to future market changes and developments.

## ANTI-CORRUPTION AND ANTI-BRIBERY

Our commitment to combat corruption and bribery is reflected not only in the Code of Conduct, but also in the Anti-Bribery and Anti-Corruption Policy.

All new staff joining Etisalat are required to sign the "acknowledgement and disclosure statement of conflict of interest and business ethics". This statement includes a clause for employees not to commit or partake in any form of bribery and corruption. New staff also undergo a series of learning modules and quizzes about Etisalat's policies.

## ANTI-COMPETITIVE PRACTICES

We promote fair competition and are committed to combat anti-competitive practices and behaviour in line with applicable legislations and regulations. In 2019, no claims were raised against Etisalat UAE for anti-competitive behaviour, anti-trust, or monopoly practices.

In addition to the training and awareness sessions provided to staff as part of our compliance governance framework, we also conduct tailored awareness sessions and knowledge-based learning covering competition topics in line with fair competition policies, practices, and procedures.

## COMBATTING FRAUDULENT ACTIVITIES

To prevent revenue leakages, Etisalat's Revenue Assurance Function has a dedicated Fraud Management team, responsible for monitoring and addressing subscription fraud and other fraudulent activities. The Fraud Management team is comprised of a detection team and an investigation team which perform regular fraud risk assessments.

The detection team's main objective is to quickly detect and deter any subscription related fraud or revenue leakages. The investigation team collects all cases, and searches for patterns of subscription fraud, where compliance violations and/or internal fraud have been identified, among sales channels.

As part of the Anti-Fraud Programme, we conduct employee training and awareness campaigns that cover the risks of fraudulent activities, what constitutes fraud, how to prevent and detect fraud and how to report suspected fraud. These campaigns equip employees with the knowledge and skills to detect fraudulent transactions.

### WHISTLEBLOWING POLICY

Our whistleblowing process monitors and reports any potential non-compliance incidents. It is a formal anonymous whistleblower system with legal protection. The process promotes openness in the workplace and encourages employees to report instances of unethical behaviour, actual or suspected fraud, and violation of Etisalat's policies, processes, and any applicable laws and regulations. The received information is classified to better understand the types of inquiries and complaints, the sources, and their frequency. In turn, this enables an appropriate and timely recommendation or remediation strategy. The process is outlined within the Etisalat Whistleblowing Policy which was reviewed in early 2019 to ensure compliance with organisational changes and current best practices.

Employees are encouraged to report on issues such as financial or non-financial maladministration or malpractice or fraud that has been or is likely to be committed, unethical behaviour, misuse of authority, leakage of confidential Information, non-compliance with laws and regulations, favouring a specific supplier/contractor, discrimination against any member of staff or customers on grounds of sex, race or nationality.

This year, 13 concerns were received by the legal department through an internal monitoring or reporting system, compared to 24 concerns raised in 2018.

## CORPORATE COMPLIANCE

Etisalat has a dedicated Corporate Compliance function that provides reasonable assurance with applicable laws, and regulations. Corporate Compliance covers a large scope including but not limited to Code of Conduct, Anti-Bribery & Anti-Corruption, Conflict of Interest, Gifts, Entertainment & Hospitality, Due Diligence & Engagement and Telecoms Regulations. The Corporate Compliance team also drafts and updates the aforementioned polices and develops monitoring and control mechanisms, and training programs, to ensure Etisalat's employees and third parties are aware of and comply with Etisalat's expectations of highly ethical conduct.
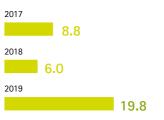
In 2019, there were 54 incidents of non-compliance with telecommunication laws and regulations. The fines and settlements relating to these violations amounted to AED 19.8 million. In 2019, telecom licensees faced additional controls and measures from the Telecommunications Regulatory Authority (TRA) in relation to regulatory requirements for Mobile SIM Registration.

The TRA stepped up its campaign to achieve these requirements, which can be noted in the issuance of TRA Violation Decisions in 2019 compared to earlier periods. Forty-five (45) violation decisions issued were due to non-compliance with Mobile SIM Registration. In this regard, we note that several fines were repeated fines for the same incident type.

### TOTAL INCIDENTS OF NON-COMPLIANCE WITH LAWS AND REGULATIONS

2017    22
2018    16
2019    54

### TOTAL INCIDENTS OF NON-COMPLIANCE WITH LAWS AND REGULATIONS

2017    8.8
2018    6.0
2019    19.8

*2017 value for total amount of legal and regulatory fines and settlements has been restated

# HUMAN RIGHTS

Respecting human rights helps us better serve our customers, attend to our communities, and value our employees. Etisalat is a United Nation Global Compact (UNGC) signatory and upholds its support to the UNGC's 10 principles that are derived from the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

We follow a zero-tolerance policy with regards to abuses of human rights within our value chain. We reserve the right to terminate business with suppliers that breach these policies as well as suppliers that fail to take corrective action within an agreed timeline. All suppliers are required to have anti-corruption policies and programs to verify compliance.

# ENTERPRISE RISK MANAGEMENT AND ACCOUNTABILITY

At Etisalat, we recognise that the proactive management of risk is essential to achieving our strategic objectives. We regularly identify, assess, monitor, and review the principal risks that could materially affect our business, financial performance, and reputation in line with the well-defined and established Enterprise Risk Management (ERM) framework.

Through an ERM policy, we work to effectively manage and mitigate business risks. The Board of Directors provides direction to the senior management by setting Etisalat Group's risk appetite. The Board delegates to the Etisalat Group CEO and senior management primary ownership and responsibility for operating risk management and control.

The Internal Control function within Etisalat is responsible for establishing and maintaining an ERM framework and methodology. It creates a comprehensive approach to anticipate, identify, prioritise, monitor, and facilitate management of business risks, facilitate implementation of cost-effective internal controls and compliance, as dictated by the Internal Control Charter. Annual audit plans are aligned with the top risks to ensure adequate assurance is provided in the fiscal year. The annual plan is reviewed and updated regularly through a formal process to address any changes to the organisation's risk profile.

The ERM framework is aligned to international best practices. We follow the 'three lines of defence' model to define the roles and responsibilities for risk ownership and management. We also have a Risk Appetite statement that classifies and rates top risks facing our business. These risks, along with any new and emerging risks, are reviewed on a quarterly basis at the ERM Committee (ERMC) meetings. The ERMC, chaired by senior Etisalat executives, meets on a regular basis to review important risk-related information such as current risk drivers, existing controls, and the status of Key Risk Indicators (KRIs) and planned risk mitigation actions. Summary risk reports are given to the Audit Committee for consideration.

The following is a breakdown of some of the significant threats across Etisalat's various operations and how these threats are being managed:

| TYPE | RISK | DESCRIPTION | MANAGEMENT |
|---|---|---|---|
| Strategic Challenges | Geo-political Threats | Ongoing geo-political uncertainty pose continuous challenges. | We manage this by leveraging local expertise and knowledge to combat these challenges. Moreover, the security of local employees is proactively managed. |
| | Macro-economic Conditions | Changes in regional and global economic conditions within several markets continues to present challenges. | Fluctuating economic factors are considered during the annual financial budgeting and planning processes. Ongoing analysis and review of market conditions are regularly assessed within key markets. |
| | Over-the-Top (OTT) Operators | The presence of OTT operators is a common threat across the telecommunications industry that affects mobile voice revenues in several Etisalat's more mature mobile markets. The increase in the use of VoIP applications is cannibalising traditional telecom operators' revenues. | Various commercial strategies in response to such OTT threats are considered and implemented by respective commercial teams across Etisalat. |
| Operational threats | Cybersecurity | The threat of external cyber-attacks across the Etisalat network and IT infrastructure is ever-present. | Network and IT security teams proactively monitor activity across our networks to identify and mitigate possible cybersecurity threats and data privacy breaches. |
| | Competition and Pricing Pressures | The markets in which Etisalat operates are characterised by high levels of competition (existing and new), pricing pressure, technology substitution, market and product convergence, and customer churn. | Etisalat closely analyses and monitors the trends within these markets and invests in its networks, products, and service offerings to compete effectively. The growth and development of digital products and services is a further means of managing diverse competitive threats. |
| | Service Continuity | The sustained continuity of Etisalat's network across all its operating companies is vital to its continued success. Etisalat faces the threats of disruption, malfunction, and loss or damage to network infrastructure due to natural disasters or other uncontrollable events. | Etisalat has established a Business Continuity Management team to develop and test business continuity plans and crisis management arrangements. Insurance policies are also in place to make provision for infrastructure property damage. |
| Compliance challenges | Regulatory Challenges and Uncertainties | As the Etisalat Group operates in various diverse and developing markets, it faces ongoing regulatory and legal challenges. Governments and regulatory agencies can alter existing policies or implement new policies, which can significantly influence Etisalat's operations and financial performance. | These challenges are managed by the respective Etisalat Group of Operating Companies (OpCos) regulatory departments, with support from the Group's regulatory team. |
| | Litigation | Just as any other organisation, Etisalat is subject to the risk of litigation by competitors, customers, regulators, and other parties. This can affect the financial performance and reputation of the Group's OpCos. | Legal counsel within each OpCo oversees and actively manages such litigation cases. Where required, Etisalat Group's legal team also provides support to the OpCos. |
| Financial threats | Foreign Exchange Exposures | Etisalat is exposed to the uncertainty of foreign exchange rate volatility in some of the countries in which it operates. Specifically, this volatility may affect consolidated results and the overall value of Etisalat's investment in overseas operations. | Group Finance has established policies, procedures, and tools to monitor, manage and report such exposures. |
| | Other Financial Exposures | The Group's financial assets and liabilities are exposed to additional financial threats, including interest rates, liquidity, and credit risks. | Financial risk management is discussed in greater detail in the Financial Instruments section of the 2019 Annual Report. |
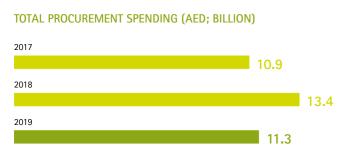
# SUSTAINABLE PROCUREMENT PRACTICES

At Etisalat, we are committed to maintaining a sustainable business model. Our supply chain is an essential aspect of our business model and business continuity. Therefore, we aim to maintain strong and valuable relationships with our suppliers and vendors.
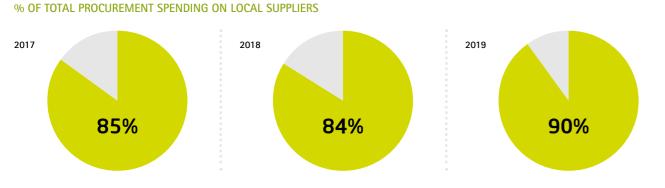
We follow a zero-tolerance policy with regards to abuses of human rights within our value chain. We reserve the right to terminate business with suppliers that breach these policies as well as suppliers that fail to take corrective action within an agreed timeline. For more information on our approach towards Human Rights, refer to Transparency and Anti-corruption.

## LOCAL PROCUREMENT

As part of our supplier selection process, preference is given to local suppliers. We aim to source locally whenever possible, in line with our commitment to positively contribute to the UAE Vision 2021. In 2019, total procurement spending amounted to AED 11.3 billion, of which 90% was spent on locally based suppliers. Since last year, our percentage of total procurement spending on local suppliers increased by 6%.

### TOTAL PROCUREMENT SPENDING (AED; BILLION)

2017    10.9
2018    13.4
2019    11.3

### TOTAL SPENT ON LOCAL SUPPLIERS (AED; BILLION)

2017    9.3
2018    11.2
2019    10.2

### % OF TOTAL PROCUREMENT SPENDING ON LOCAL SUPPLIERS

2017  **85%**
2018  **84%**
2019  **90%**
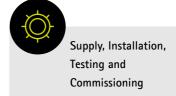
## SUPPLY CHAIN MANAGEMENT

At Etisalat, all current and future suppliers must comply with our Standard Instructions of Condition for Etisalat Tenders (SICETs). We have three types of SICETs pertaining to different types of procurements and services:

| Supply only | Supply, Installation, Testing and Commissioning | Construction and Structure |

Our SICET's include clauses relating to environmental and social aspects. In addition, we expect all suppliers and vendors to comply with applicable UAE laws and regulations.

All our suppliers and vendors must comply with our Code of Conduct. This ensures that not only Etisalat, but also its suppliers and vendors are fully committed to doing business in accordance with the highest standards of ethics and integrity, with professional business principles and in compliance with legal and regulatory rules and standards.
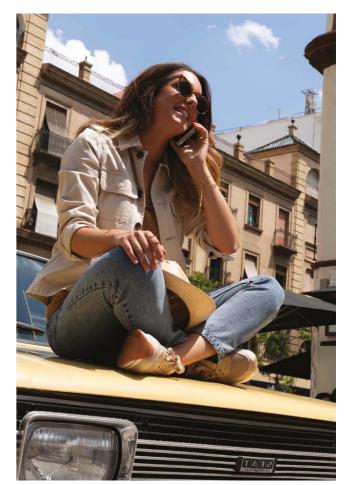
"As part of our environmental efforts towards resource conservation, we have automated several our processes as part of digitalization and digital transformation journey."

Etisalat assesses strategic suppliers based on different criteria in an annual supplier performance evaluation. Such criteria include size of business, quality of project and service performance, timeline on project, and compliance to Etisalat terms and conditions.

At Etisalat, we meet with all the strategic suppliers on yearly basis where we highlight the importance of economic, environmental, and social sustainability. During this activity, we discuss the suppliers' technical and commercial performance, as well as their environmental and social performance, labour practices, human rights, and impact on society. We make sure that there are no violations to statutory regulations.

We evaluate all vendors participating in our Request for Proposals (RFPs) to ensure compliance with our SICETs.

As part of our environmental efforts towards resource conservation, we have automated several our processes as part of digitalization and digital transformation journey. We consider ways to reduce overall material stock including slow-moving and non-moving items. For more information on our digitization efforts, refer to Digitization.

# 05

## OUR PEOPLE

### MATERIAL ISSUES COVERED

→ Talent Attraction, Retention & Development

→ Diversity & Equal Opportunity

→ Emiratisation

### UAE NATIONAL VISION 2021 PILLARS

Competitive knowledge economy

Cohesive society and preserved identity

### 2019 PERFORMANCE HIGHLIGHTS

→ 140,260 training hours were provided to staff

→ 4,346 training sessions were offered

→ Employee Engagement Index stood at 85%

→ 2,039 ideas were received through the Employee Ideation and Suggestion Scheme, of which six ideas awarded and are currently under implementation

→ Etisalat launched the Continuous Feedback system in SharePoint and Mobile devices

→ 22% of our new hires were between the ages of 18 and 30

→ Females comprised 22.3% of the total workforce

→ Etisalat recorded zero incidents of discrimination

→ Balanced ratio of UAE Nationals to expatriates

### SUSTAINABLE DEVELOPMENT GOALS

| 3 GOOD HEALTH AND WELL-BEING | 5 GENDER EQUALITY | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS |

# TALENT ATTRACTION, RETENTION AND DEVELOPMENT

―――

## EMPLOYEES – AT THE HEART OF EVERYTHING WE DO

Employees are our greatest assets facilitating our growth and success. We channel our efforts to provide our employees with training and development opportunities, we encourage an inclusive and positive working environment, while promoting the hiring and advancement of UAE Nationals in key roles across the business.

We have a proud workforce of 6,569 people of which 66% are on indefinite contracts and 34% are on fixed term contracts. Of the total workforce on indefinite contracts are 22% are female and 78% are male.

### AT ETISALAT, WE ARE COMMITTED TO:
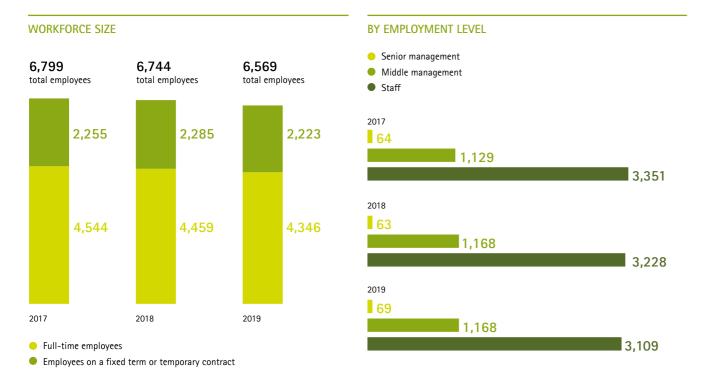
| Providing effective and efficient employee services for all staff | Maintaining internal equity of job grades and ensure the external competitiveness of salaries and benefits | Creating a healthy working environment by establishing a sense of belonging, teamwork and respectful treatment | Train and developing employees to cope with international standards | Attracting, recruiting and retaining qualified staff, with emphasis on UAE Nationals |
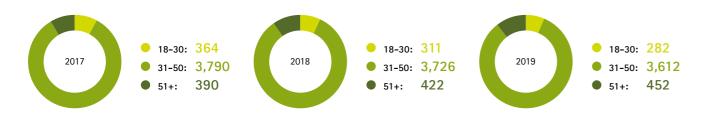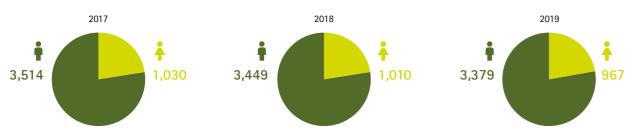
## WORKFORCE OVERVIEW

### WORKFORCE SIZE

**6,799** total employees
**6,744** total employees
**6,569** total employees

- 2,255
- 2,285
- 2,223
- 4,544
- 4,459
- 4,346

2017 | 2018 | 2019

- Full-time employees
- Employees on a fixed term or temporary contract

### BY EMPLOYMENT LEVEL

- Senior management
- Middle management
- Staff

**2017**
- 64
- 1,129
- 3,351

**2018**
- 63
- 1,168
- 3,228

**2019**
- 69
- 1,168
- 3,109

### WORKFORCE AGE PROFILE

**2017**
- 18–30: 364
- 31–50: 3,790
- 51+: 390

**2018**
- 18–30: 311
- 31–50: 3,726
- 51+: 422

**2019**
- 18–30: 282
- 31–50: 3,612
- 51+: 452

### WORKFORCE BY GENDER PROFILE

**2017**
- 3,514
- 1,030

**2018**
- 3,449
- 1,010

**2019**
- 3,379
- 967
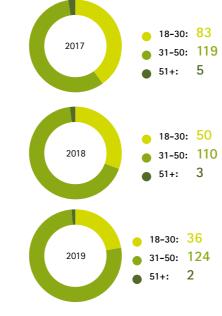
We have historical and ongoing success in the talent attraction and development space. The backbone to this success relies on our various talent management programmes that include hiring the right people, retaining key talents, and developing our people through succession plans.

In 2019, 162 new employees joined Etisalat of which 26 were female and 136 were male with most new employees being within the 31-50 age range. This year the turnover rate stood at 6.5% with a total of 282 employees leaving the company. As part of our automation efforts, we digitised the induction and onboarding process to provide an enhanced employee experience.
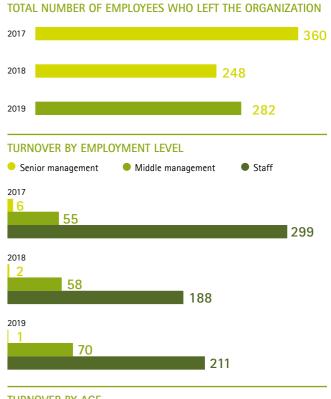
## HIRING

### NEW EMPLOYEE HIRES BY EMPLOYMENT LEVEL

- Senior management
- Middle management
- Staff

**2017**
- 0
- 41
- 166

**2018**
- 0
- 44
- 119

**2019**
- 1
- 43
- 118

### NEW EMPLOYEE HIRES BY GENDER

**2017** — 135 | 72
**2018** — 115 | 48
**2019** — 136 | 26

### NEW EMPLOYEE HIRES BY AGE

**2017**
- 18–30: 83
- 31–50: 119
- 51+: 5

**2018**
- 18–30: 50
- 31–50: 110
- 51+: 3

**2019**
- 18–30: 36
- 31–50: 124
- 51+: 2

## TURNOVER

### TOTAL NUMBER OF EMPLOYEES WHO LEFT THE ORGANIZATION

- 2017 — 360
- 2018 — 248
- 2019 — 282

### TURNOVER BY EMPLOYMENT LEVEL

- Senior management
- Middle management
- Staff

**2017**
- 6
- 55
- 299

**2018**
- 2
- 58
- 188

**2019**
- 1
- 70
- 211

### TURNOVER BY AGE

**2017**
- 18–30: 34
- 31–50: 220
- 51+: 106

**2018**
- 18–30: 31
- 31–50: 161
- 51+: 56

**2019**
- 18–30: 18
- 31–50: 188
- 51+: 76

### TURN OVER BY GENDER

**2017** — 251 | 109
**2018** — 180 | 68
**2019** — 213 | 69

# PEOPLE CAPABILITY BUILDING

Our employees undergo rigorous training and development programmes to enhance their competencies and knowledge. We incorporate strategic learning and futuristic technology paving the way for a sustainable and connected digital future.

Etisalat's workforce is multicultural and multigenerational. This year, we changed our organisational learning to a social, peer learning approach, one that is better suited to our workforce's dynamics.

## TRAINING AND DEVELOPMENT

Technology is a key driver of society and will be more so in the future. By fostering a technologically savvy workforce, we ensure that our people are prepared for a digital future. At Etisalat, we developed clear career pathways and we push our employees to pursue certifications from top academic institutions.

Etisalat has focused strategically to align learning needs which are based on competence model and assessment methodology for the different requirements. We have three types of assessment centres.

**1** LEADERSHIP ASSESSMENT & DEVELOPMENT CENTRE

**2** PROGRESSION AND DEVELOPMENT CENTRE

**3** FIRST TIME MANAGERS ASSESSMENT CENTRE

Each centre targets different individual employees across Etisalat, with the aim of developing our employees no matter what level they are within their career journeys.

Each year, we conduct a Training Need Analysis exercise to determine the staff training needs. This year, we successfully completed 96% of the Training Need Analysis requests with a training effectiveness of 3.79 out of 4.00.

In partnership with Edcast, we created an AI-powered learning platform – known as iQra. iQra brings curated, personalised learning content to all our employees, and can be accessed on any device, anytime and anywhere.

## 5000+

active users using the AI-powered learning platform, iQra

It is available to all of Etisalat's employees and has over 5,000 active users. It supports microlearning, gamification and encourages learners to become leaders with access to peer-to-peer learning.

**"Our staff undergo intensive training programmes, year-round for soft skill improvements that are intended to improve customer satisfaction."**

We also have the Online Learning Portal- Skillsoft, Pluralsight, and Linux Academy available for staff to learn and develop their knowledge and skills, helping them to advance within their paths.

Etisalat has specialised training academies including the Digital Academy, Sales Academy, Customer Care Academy and Finance Academy. In 2019, a total of 2,206 training days* were provided across these academies.

This year, over 15,680 attendees participated in training sessions. This figure exceeds our total workforce, as each employee attended multiple courses. This year 4,346 sessions were delivered, representing an increase of over 66% compared to the previous year.

*Training days represents the total number of days each employee attended a training session. This includes repeated training for the same employee.

| TRAINING AND DEVELOPMENT | 2017 | 2018 | 2019 |
|---|---|---|---|
| Total hours of training delivered | 104,640* | 132,256* | 140,260 |
| Average hours of training per employee | 28.4* | 27.8* | 34.3 |
| Average hours of training per female employee | 28.9* | 32.2* | 31.7 |
| Average hours of training per male employee | 28.8* | 31.2* | 32.3 |
| Target staff | 3,635 | 4,236 | 4,346 |
| Training hours on sustainability | 9,320 | 13,464 | 9,770 |
| Training hours per employee on sustainability aspects | 2.1 | 3.0 | 2.2 |
| Training sessions | | | |
| Total workforce participating in training | 7,591 | 12,947 | 15,682 |
| Number of females participating in training | 1,830 | 2,973 | 3,989 |
| Number of males participating in training | 5,761 | 9,974 | 11,693 |
| *Values have been restated | | | |

**Note:** Female and male training statistics are based upon their individual headcount not overall and targeted staff included training planned. Target staff for training every year is based on the Training Needs Assessments (TNA) and the approved Budgets.

A total of 140,260 training hours were delivered, amounting to an average of 34.3 training hours per employee of which an average 2.2 hours per employee was related to sustainability trainings. These figures exceed the 2017 baseline numbers; however, are lower than the 2018 values. This is because during 2018, there were key training interventions undertaken that resulted in higher than usual training hours, which were not required to be repeated in 2019.

Our staff undergo intensive training programmes, year-round for soft skill improvements that are intended to improve customer satisfaction. This year, our programmes included targeted campaigns through e-learning modules including daily quizzes, training sessions, customized briefings for targeted groups as well as customized coaching sessions. We also initiated the Mini-MBA programme for managers, in agreement with the American University of Sharjah (AUS). In 2019, 12 senior managers undertook this programme.

We also provide a series of learning and development programmes with a special focus on UAE nationals. For more information on these programmes, refer to Emiratisation.

## 140,260

training hours delivered in 2019

# ENGAGEMENT & SATISFACTION

At Etisalat, we believe that through engaged, energised, and enabled employees we will be able to lead in the era of digital disruption. We engage with employees to recognise their concerns and attend to their needs. We provide our employees with open communication channels to voice their opinion.
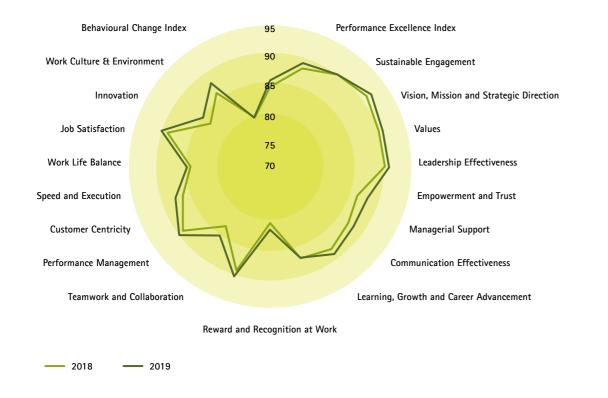
Engagement is treated as a prime business initiative and is key to driving performance and the achievement of corporate objectives. We constantly challenge ourselves to look for new, innovative ways to engage staff. We partnered with external third parties to conduct engagement surveys and analysis.

This year, employee satisfaction score increased to 74%, reflecting Etisalat's successful efforts to improve its employee engagement channels. The Employee Engagement Index also increased from 84% in 2018 to 85% in 2019. The Performance Excellence Index stood at 89% in 2019 also improving from the previous year. We improved employee engagement scores across all our KPIs by an average of 1% this year.

We stimulate employee engagement through innovative management tactics including engagement committees, a network of 'Engagement Champions', employee feedback mechanisms, and reward and recognition programmes. By including an Employee Engagement Index and a Performance Excellence Index into every office's key execution dashboard, we can align employee engagement with business objectives.

To enhance performance management, we launched the Continuous Feedback System where feedback from managers on their employees is captured.

## ENGAGEMENT CHAMPIONS
Our network of Engagement Champions is in touch with the pulse of our staff and are responsible for ensuring new innovative engagement initiatives are brought up for implementation across the company.

## EMPLOYEE SATISFACTION

| Year | Value |
|------|-------|
| 2017 | 70% |
| 2018 | 73% |
| 2019 | 74% |

## EMPLOYEE ENGAGEMENT

| Year | Value |
|------|-------|
| 2017 | 80% |
| 2018 | 84% |
| 2019 | 85% |

## EMPLOYEE ENGAGEMENT INDEX



Behavioural Change Index, Performance Excellence Index, Work Culture & Environment, Sustainable Engagement, Innovation, Vision, Mission and Strategic Direction, Job Satisfaction, Values, Work Life Balance, Leadership Effectiveness, Speed and Execution, Empowerment and Trust, Customer Centricity, Managerial Support, Performance Management, Communication Effectiveness, Teamwork and Collaboration, Learning, Growth and Career Advancement, Reward and Recognition at Work

Scale: 70, 75, 80, 85, 90, 95

— 2018   — 2019

# FEEDBACK MECHANISM, REWARDS AND RECOGNITION PROGRAMES

We invite staff to share their feedback through focus groups, opinion polls and our very own Employee Ideation and Suggestion Scheme (Al Mawrid). The feedback is used to enhance, develop, and expand our operations and processes.

Annual programmes such as Wellness Week, Spirit of Happiness Week, and Travel Week are made possible by the feedback received, in addition to mechanisms that provide staff with both incentive and non-incentive-based rewards.

This year, 2,039 ideas were received through Al Mawrid, of which 6 ideas were awarded. For further details, see Employee Wellness and Happiness.

We introduced rewards and recognition programmes that focus on employee engagement and happiness that are aligned with our business objectives. These programmes create healthy competition among employees and assist in achieving business targets.

## THE REWARD & RECOGNITION PROGRAMMES AT ETISALAT:

### ETISALAT SPOT AWARD
To recognise and reward for your exceptional contribution, commitment and going the extra mile in your day to day work.

Eligibility: Director level and below

### CUSTOMER EXPERIENCE AWARD
Awarding those who go the extra mile in engaging with our customers.

Eligibility: Frontline Staff (excluding managers and above)

### CUSTOMER EXPERIENCE REWARDS (ANNUAL)
Top Retail Outlet, Top CCC teams and Top CSE Group in Technology shall be awarded with Customer Experience Awards based on the Customer Service Excellence measures.

Eligibility: All staff

### OUTSTANDING PROJECT CONTRIBUTION AWARD
Reward project team members for their strategic impact and innovative or path-breaking execution of a specific project.

Eligibility: All Staff excluding GCEOs Direct Reportees.

### AL MAWRID SUGGESTION SCHEME
Rewarding innovative ideas which help to improve processes, products, employee engagement or customer experience.

Eligibility: All staff

### BEST CO-WORKER AWARD
Honouring the best colleagues who work in the same section/department, or in other departments.

Eligibility: All staff

### MONTHLY EXCELLENCE AWARD
To recognise and reward for excellence in your day-to-day function.

Eligibility: Managers and below

### LONG SERVICE AWARD
Reward all Etisalat staff who served the company for more than 10 years.

Eligibility: Full-time employees

### GCEO AWARD
To reward those who have contributed exemplary customer experience, innovation and excellence within or outside their functional role.

Eligibility: All staff excluding GCEO's direct reportees

### GREAT LEADER AWARD
Recognise employees for their leadership skills.

Eligibility: Full-time employees

### MILITARY NATIONAL SERVICE
All the UAE National Staff who have served and completed the National Military Services.

Eligibility: UAE Nationals

### ETISALAT HEROS
To recognise employees who win more than one award in a year.

Eligibility: Rewarded staff only

# 683

staff were awarded long
service awards

# 398

staff were given the Outstanding
Project Contribution Award

# 10

Project breakthrough
award Winners

# 5,468

Monthly excellence awards
were distributed

# 2,509

customer experience awards
were distributed

# 10

employees were awarded
Etisalat Group CEO award

## COMPENSATION AND BENEFITS

We believe that a skilled, motivated, and engaged workforce
is essential to achieving our growth ambitions. Fair and
competitive compensation and benefits are essential factors in
achieving this.

To that end, we strive to provide salaries and benefits that
help meet the varying needs of all our employees. We align key
benefits and allowances to the market to ensure market parity
and drive operational efficiency. Our benefits include, but are not
limited to, health insurance, maternity leaves, paid time off, and
different paid incentives programs. In 2019, salaries paid totalled
over AED 2 billion, while benefits stood at AED 430 million.

| COMPENSATION & BENEFITS | 2017 | 2018 | 2019 |
|---|---|---|---|
| Salaries paid (AED) | 1,998,135,000 | 1,974,326,000 | 2,000,295,000 |
| Benefits paid (AED) | 487,458,000 | 438,115,000 | 430,326,000 |

# DIVERSITY & EQUAL OPPORTUNITY

Etisalat is an equal opportunity employer and provides opportunity to all candidates to be selected for open
positions on merit basis. We always encourage diversity and invite candidate from different backgrounds
regardless of age, gender, religion, or disability.

Etisalat is guided by the UAE labour law to ensure equitable and sustainable practices of fair employment.
Etisalat policies provide benefits and protection either higher or equivalent to the terms mentioned in the
UAE labour law for migrant workers.

## YOUTH EMPLOYMENT

In line with the UAE Vision 2021, Etisalat aims to support
young people and be a catalyst for youth employment. Our
talent acquisition and sourcing model attracts the youth
through our Work-Ways model which empowers youth by
offering more flexible working conditions including flexi-time,
working from various locations of Etisalat and having options
to work in shift roles, part-time roles, seasonal work during the
summer months as well as work placements options. In 2019,
22% of our new hires were between the ages of 18 and 30.

## FEMALE EMPOWERMENT

At Etisalat, we always look for ways to support women.
We seek to empower women and promote gender equality.
We encourage women's participation across all business levels.
We ensure women rights are protected and exercised, and that
our working culture always respects women's rights.

In 2019, our workforce was composed of 967 females,
representing over 22% of the total workforce, despite the
shortage of women within the telecommunications domain.
Furthermore, 16% of new hires were female. We encourage
women to participate in different training programmes,
including leadership programmes such as the Qadat Al Mostaqbal
(Future Leaders) Programme to accelerate within their fields.

### FEMALE EMPLOYMENT RATE

**SENIOR MANAGEMENT**

2017 — 4.7%
2018 — 4.8%
2019 — 4.3%

**MIDDLE MANAGEMENT**

2017 — 13.6%%
2018 — 13.2%
2019 — 13.4%

**STAFF**

2017 — 26.1%
2018 — 26.4%
2019 — 26.0%

| FEMALE EMPLOYMENT | 2017 | 2018 | 2019 |
|---|---|---|---|
| Number of female employees | 1,030 | 1,010 | 967 |
| Female employees in senior management | 3 | 3 | 3 |
| Female employees in middle management | 154 | 154 | 156 |
| Female employee staff | 873 | 853 | 808 |
| Female employment rate | 23% | 23% | 22% |

| MATERNITY LEAVE | 2017 | 2018 | 2019 |
|---|---|---|---|
| Number of female employees that took maternity leave | 71 | 69 | 56 |
| Number of female employees who returned to work after maternity leave ended (return to work) | 71 | 69 | 56 |
| Number of female employees returned from maternity leave who were still employed twelve months after return to work (retention) | 63 | 64 | 56 |

This year, 56 female employees took maternity leave, all of whom returned to work. The return to work rate and retention rates were 100% in 2019.

## CELEBRATING WOMAN

Etisalat is proud of its diverse workforce and it pays special attention to its female employees. Women are given utmost attention across all of the Etisalat employee campaigns such as our employee happiness and engagement programmes which are dedicated to nurturing female culture. Special attention is given to female oriented activities as part of employee wellness initiatives. In 2019, our Employee Wellness and Wellbeing Programme included breast cancer awareness and free checkups for female employees, skin care assessments, special lectures on parenting, classes on healthy lifestyle and cooking, walking challenges amongst female employees.

To support the empowerment of women in our society, we celebrated International Women's Day. We used our social media platforms to recognise the achievements of women and to call for gender equality. We also celebrated Emirati Women's Day in August 2019, with 1,750 female participants. All female staff were each gifted with a flower and a Snapchat filter was created exclusively for Etisalat to celebrate the day. We also distributed giveaways to all female employees and carried out fun activities and competitions. We held a contest for staff to share their photos using the Snapchat filter and selected one winner from each of the seven Emirates. We also undertook the annual Al Tejoory competition for female employees, with 1,033 female participants and five winners selected.

As part of our Great Leaders Programme, we select the most engaging and charismatic leaders across Etisalat. Over the last three years, two female winners were recognised as part of this programme.

At Etisalat, we treat our employees like family. We sympathise with our staff both in happy and sad occasions. All mothers on maternity leaves as well as all employees admitted to hospitals are gifted with flowers and cards to wish them a speedy recovery and share best wishes.

We wish you speedy recovery & hope you get well soon

Get well soon

Best wishes from your HR· Business Partner

We appreciate the efforts of all mothers that dedicate their time to being part of the Etisalat workforce. We send e-cards to mark the Mother's Day occasion and share moments of happiness. We have also introduced remote working for mothers. The well-being of women and young children has always been a priority for Etisalat, and we understand the importance of spending quality time with children in a safe home environment. We express our gratitude to women employees who have dedicated years of their life serving the company by distributing Long Service Awards on their anniversary joining dates. This year, 156 of our female staff were recognised with Long Service Awards.

## LONG SERVICE AWARDS FOR FEMALE EMPLOYEE

| 115 | 187 | 156 |
|---|---|---|
| 2017 | 2018 | 2019 |

## INTERNAL GRIEVANCE MECHANISM

All employees are provided with the opportunity to work in a supporting environment, which encourages and facilitates exceptional performance and achievement of business goals. An unresolved grievance may impact the morale of employees and effective operation of the corporation. Therefore, we developed grievance management guidelines to eliminate the possibility of any detrimental effects arising from unresolved grievances. The guidelines aim to ensure that all communication channels are open, and all employees have an adequate opportunity to express their grievances, which are resolved fairly and promptly.

In 2019, 56 annual performance grievances were received and resolved by the Grievance Committee. No employee grievances were filed in 2019. Furthermore, we did not record any incidents of discrimination. Investigation reports are addressed to different management levels and/or the Audit Committee as considered appropriate. A summary of all completed cases along with the status of implementation are reported to the Audit Committee on quarterly and annual basis.

| GRIEVANCE MECHANISM | 2017 | 2018 | 2019 |
|---|---|---|---|
| Number of performance grievances filed | 58 | 64 | 56 |
| Number of performance grievances where the rating was revised | 9 | 12 | 10 |
| Number of performance grievances resolved where the rating remained as it is | 49 | 52 | 46 |
| Number of employee grievances filed | 3 | 3 | 0 |
| Number of employee grievance addressed/ resolved | 3 | 3 | 0 |
| Incidents of discrimination | 0 | 0 | 0 |

# EMIRATISATION

**Etisalat plays an important role in nurturing and developing UAE National talents. Etisalat's focus on UAE Nationals' development and engagement strategies contributed to an exponential increase in organisational performance, and a significant cultural shift within the company with new corporate values.**

One distinctive and unique approach taken by Etisalat is the establishment of three call centres in Ras Al Khaimah, Fujairah, and Al Ain to offer new job opportunities for UAE Nationals close to their home Emirate. We hired UAE Nationals for part-time work and seasonal sales projects, civil projects, and the Al Ain project.

With each passing year, Etisalat has grown increasingly successful in attracting local talent and thus developing the national workforce at all levels, paving the way to become future leaders. We are dedicated to participating in Absher (a Ministry of Presidential Affairs Programme), Accelerator Programme (under the Ministry of Human Resources and Emiratisation), Wajehni (an initiative of the Ministry of Human Resources), Tamkeen, Secondment Programmes in Etisalat's International operations and more.

In 2019, UAE Nationals made up 47.8% of the workforce. Emiratisation rate among senior management was nearly 74% and over 47% among middle management. UAE National technical staff make up over 53% of the total technical staff and over 74% of the total sales workforce. Our female workforce is composed of 73% UAE National females.

We have placed a significant emphasis on recruiting UAE Nationals to achieve strong performance for today and sustainable talent for tomorrow. We strengthen our network with top-rated schools, colleges and universities across the UAE and participated in career fairs, recruitment campaigns and offered internship opportunities, work placements and summer placements and trainings dedicated to UAE Nationals. Furthermore, we employed a unique digital approach through social media platforms to attract local talent.

We are committed to developing UAE National employees by encouraging them to continue their studies, providing them with extensive training, as well as tailored coaching and mentoring programmes. We indirectly contribute to scholarship programmes as part of the ICT Fund under the TRA.

## 73.9% 👥

of the top management was made up of UAE Nationals in 2019

| EMIRATISATION | 2017 | 2018 | 2019 |
|---|---|---|---|
| Emiratisation (%) | 47.1% | 47.6% | 47.8% |
| UAE Nationals in top management (%) | 73.4% | 74.6% | 73.9% |
| UAE Nationals employed in middle management (%) | 48.7% | 47.4% | 47.6% |
| UAE Nationals technical staff in IT and Technology (%) | 52.5% | 53.0% | 53.6% |
| UAE Nationals in sales workforce (%) | 71.9% | 72.0% | 74.1% |
| UAE National females as percentage of total female workforce (%) | 72.2% | 73.0% | 73.1% |

## GRADUATE TRAINING AND DEVELOPMENT PROGRAMME

We have a 15-month Graduate Training and Development programme for UAE National fresh graduates. The graduates undertake the Etisalat general orientation programme to get familiar with the company's departments and operations. They will then develop specialised training plans with their line managers as part of their career development plans.

The Etisalat graduate training and development programmes target Emirati fresh graduated with a focus on bringing in new blood into the organisation. The new generation of manpower is recognised within Etisalat as the "Digitation Graduate Trainees", because they are entering the "Digital Era" of Etisalat where new technologies are based on smart applications, cloud services, big data, artificial intelligence and other technologies which are emerging to the market in an exponential manner.

The 15-month comprehensive programme includes induction, orientation, mentorship, training, rotation and on the job learning. The programme's objectives are to welcome, develop and prepare Emirati fresh graduates to begin their career with Etisalat. The programme includes five in-class modules, individual development plans, individual and group coaching sessions, learning projects and assessments, and e-learning and experiential learning events.

## YOUTH DEVELOPMENT PROGRAMME

The Etisalat Youth Development Programme (YDP) is the next phase of our Graduate Training programme for our best and brightest future leaders. The YDP is intended to embed and nurture leadership skills for confirmed graduate trainees to increase their leadership capacity for today and tomorrow. The methodology is to accelerate development by focusing on practice rather than heavy content and theory, allowing participants to start applying what they have learned directly into their workplace. The YDP journey is a combination of tested, principle-based solutions, selected to reflect Etisalat's values and our updated Leadership Competencies Framework. The YDP includes five in-class modules, experiential learning events, functional certifications, job shadowing (in a minimum of 10 critical meetings), and one-on-one counselling and assessments. Participants are recognised during an HR Excellence Ceremony, upon completion of the programme.

## QADAT AL MOSTAQBAL (FUTURE LEADERS) PROGRAMME

To enable the next generation of corporate leaders within Etisalat, we initiated the Qadat Al Mostaqbal (Future Leaders) Programme, with a special focus on UAE nationals. The programme is a 2-year learning journey designed in line with Etisalat's corporate values and contextualised to cater to the specific leadership development aspirations of the nominated candidates, representing multiple leadership audiences across the organization. The programme is aligned with our inspiration for paving the way for a sustainable and connected digital future as well as the Etisalat values. Participants are selected based on key characteristics of the individuals such as high-impact and fast track employees, top performers, managers and supervisory roles, strong motivation and desire to grow. The programme includes six in-class modules, individual development plans, individual and group coaching, Etisalat-specific case studies, action learning projects, assessments (Hogan and Korn Ferry), engagement of alumni, impact measurement tools, e-learning and business simulations.

# 06

# ENVIRONMENTAL MANAGEMENT

## MATERIAL ISSUES COVERED

→ Climate Change & Energy Management

→ Water, Waste and Biodiversity

## UAE NATIONAL VISION 2021 PILLARS

Sustainable environment and infrastructure

## 2019 PERFORMANCE HIGHLIGHTS

→ 34% decrease in GHG emissions compared to 2018

→ 22% decrease in electricity consumption compared to 2018

→ 33.5% decrease in total paper consumption from 2018

→ Installed aerators for all water taps

→ 94 base stations were powered by renewable energy sources and 123 sites were running on hybrid power solutions

## SUSTAINABLE DEVELOPMENT GOALS

Etisalat is committed to managing its environmental impact and protecting natural resources. To that end, Etisalat devised an Environmental Management Policy that tackles environmental issues and focuses on energy and waste management. Moreover, Etisalat is ISO 14001:2015 certified for environmental management. Etisalat has ten High Rise Buildings (HRBs) across the UAE, and five of the biggest are ISO 14001:2015 certified.

Khalifa Data Centre, which is Etisalat's largest data centre, is also ISO 14001:2015 certified.

We conduct regular environmental assessments across our branches and masts. In 2019, we launched an Environmental Management System (EMS) Campaign to encourage internal collaboration between all teams to create initiatives that promote environmental protection.

## CLIMATE CHANGE AND ENERGY MANAGEMENT

At Etisalat, we acknowledge that urgent action is needed to address climate change and we are keen on playing our role in lessening our environmental impact.

We recognise that we operate in an energy intensive sector, therefore, we concentrate our efforts to reduce energy consumption and implement initiatives that positively impact the environment.

### ETISALAT DEPLOYS VARIOUS ENERGY SAVING PROGRAMMES

In 2019, we deployed a series of various energy saving programmes, including:

- Installation of intelligent Building Management System (iBMS) that controls and monitors electro-mechanical systems including lights and air-conditioners.
- Initiated the LED retrofit project for replacing existing fluorescent lights with high efficiency LED lamps with movement sensor switches.
- Replaced the existing split AC units with inverter type split AC units, which resulted in energy consumption savings.
- Changed the current chillers with new high-efficiency chillers at various Etisalat exchanges and data centres.
- Containerised data centres with cold aisle and hot aisle containments that reduce power consumption of cooling systems by preventing the mixing of hot and cold air.
- A total of 94 base stations were powered by renewable energy sources and 123 sites were running on hybrid power solutions to reduce the consumption of diesel generators.
- We conducted trials for the use of solar air-conditioners, to further reduce energy consumption and carbon footprint.
- All refrigerants used within our operations are ozone friendly to reduce our negative atmospheric emissions. Halon systems are no longer used in Etisalat premises.

### FUTURE PLANNED ENERGY SAVING PROGRAMMES

Some future energy saving programmes that we are working on include:

- Targeting the construction of LEED certified data centres.
- Ongoing electricity optimisation programme which includes replacing all chillers with high-efficiency chillers, replacing fluorescent lights with LED, enhancing the data exchanges' hot and cold isles, establishing a central BMS, and utilising free cooling technology in mobile sites.
- Deploying on-grid solar systems on rooftops and carports of various Etisalat sites. These systems will produce renewable energy and are expected to reduce the energy consumption of these sites from the grid.

## GHG EMISSIONS
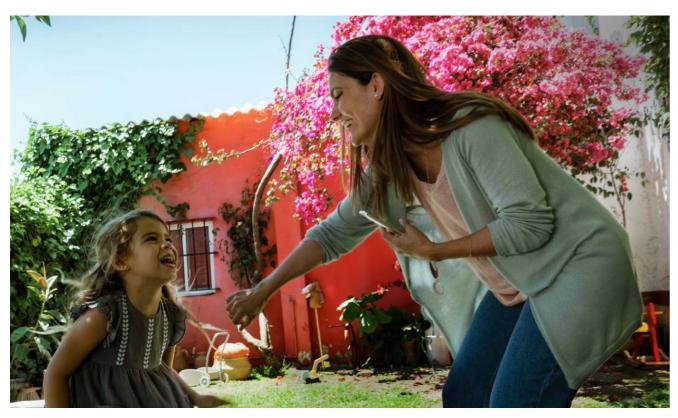
We have made considerable progress in reducing our greenhouse gas (GHG) emissions. This year, our GHG emissions reduced by over 16% attributed to reductions in all scope 1, scope 2 and scope 3 emissions.

### GHG EMISSIONS (MTCO2 EQ.)

**TOTAL EMISSIONS**

| | |
|---|---|
| 2017 | 526,493 |
| 2018 | 625,939 |
| 2019 | 526,202 |

**SCOPE 1 EMISSIONS – VEHICLE FUEL**

| | |
|---|---|
| 2017 | 5,317 |
| 2018 | 9,975 |
| 2019 | 7,620 |

**SCOPE 2 EMISSIONS – ELECTRICITY**

| | |
|---|---|
| 2017 | 521,176 |
| 2018 | 580,066 |
| 2019 | 488,787 |

**SCOPE 3 EMISSIONS**

| | |
|---|---|
| 2018 | 35,898 |
| 2019 | 29,794 |

**Note:**
Scope 1 emissions cover vehicle fuel
Scope 2 emissions cover electricity consumption across our offices, data centres, exchanges, and base station with Etisalat accounts with the following authorities DEWA, FEWA, SEWA, ADDC and AADC.
Scope 3 emissions are related to fuel consumption in operations

## ENERGY CONSUMPTION

This year, our total energy consumption was reduced by 18% attributed to reduced petrol and diesel consumption for both operations and vehicle use, as well as reduced electricity usage across our facilities and offices. This year, we reduced our total energy consumption intensity by 16%.

The number of data centres and exchanges owned by Etisalat remained constant at 10 and 192, respectively. The number of base stations increased by 3% from 10,350 base stations last year to 10,644 base stations in 2019. Although electricity consumption from data centres increased by 29% this year, the electricity consumption from exchanges dropped by 11.5% and that of base stations decreased by 16.5%.

We prioritise the use of clean energy sources such as commercial power, solar energy, and hybrid power systems. Hence, we are always pushing to lower the number of diesel generators running in the network, which is reflected in the increasing number of base stations powered by cleaner energy sources.

| ENERGY CONSUMPTION | 2017 | 2018 | 2019 |
|---|---|---|---|
| Total direct energy consumption (GJ) | 50,520 | 459,442 | 374,878 |
| Total indirect energy consumption (GJ) | 25 | 27 | 23 |
| Total energy consumption intensity (per full time employee) | 11.1 | 103.0 | 86.3 |

**Note:** 2017 energy consumption values do not consider petrol and diesel consumption from operations.

| TECHNOLOGY | 2017 | 2018 | 2019 |
|---|---|---|---|
| Number of data centres owned by Etisalat | 10 | 10 | 10 |
| Number of exchanges owned by Etisalat | 190 | 192 | 192 |
| Number of base stations | 10,144 | 10,350 | 10,644 |

### TOTAL ENERGY CONSUMPTION (DIRECT AND INDIRECT)

| 2018 | 2019 |
|---|---|
| 459,469 | 374,901 |

### BASE STATIONS (#)

**POWERED BY RENEWABLE ENERGY**

| | |
|---|---|
| 2017 | 83 |
| 2018 | 85 |
| 2019 | 94 |

**POWERED BY DEISEL**

| | |
|---|---|
| 2017 | 470 |
| 2018 | 387 |
| 2019 | 372 |

**POWERED BY HYBRID SOLUTION**

| | |
|---|---|
| 2017 | 123 |
| 2018 | 140 |
| 2019 | 123 |

**BASE STATIONS WITH FREE COOLING SOLUTION**

| | |
|---|---|
| 2018 | 150 |
| 2019 | 230 |

# WATER, WASTE AND BIODIVERSITY

## WASTE MANAGEMENT & RECYCLING

Ensuring sustainable consumption, preventing, and reducing waste generation is a critical aspect of Etisalat's environmental impact. Etisalat seeks to boost its waste recycling. This can be achieved by reusing equipment and the recycling of network waste, IT equipment as well as other office waste. Our Environmental Management System Policy has a specific section that deals with waste generation and recycling.

As part of our efforts to move towards a paperless environment, we have achieved many digitisation and automation initiatives. This year, we contracted a specialised vendor to recycle our paper and printer cartridges. In 2019, we achieved a 34% decrease in total paper consumption and recycled over 71,000 kg of paper.

As digitalization gained momentum in 2019, most of our paper consumption was reduced. For e.g. earlier we use to print hard copy documents to certify invoice payment; now the whole process is automated; further, memos are printed less these days as we have automated digital memos, transforming all our billing to 100% electronic e-billing contributed to this significant reduction in paper consumption.

| MATERIALS AND WASTE | 2017 | 2018 | 2019 |
|---|---|---|---|
| % paper recycled | 0.9% | 5.5% | 0.9% |
| Number of printer cartridges recycled | 886 | 765 | 511 |
| Number of computers recycled | - | 2,922 | 895 |
| Number of laptops recycled | - | 740 | 443 |
| Number of monitors recycled | - | 52 | 273 |

## 100% ✉

e-billing

### PAPER CONSUMPTION AND RECYCLING

**TOTAL PAPER CONSUMPTION (KG)**

| | |
|---|---|
| 2017 | 13,004,995 |
| 2018 | 11,929,123 |
| 2019 | 7,929,123 |

**TOTAL PAPER RECYCLED (KG)**

| | |
|---|---|
| 2017 | 112,965 |
| 2018 | 653,029 |
| 2019 | 71,272 |

## WATER MANAGEMENT

At Etisalat, we are committed to reducing our water consumption and using water more responsibly. Although the telecom sector is not heavily reliant on water compared to other sectors, we acknowledge that most of our operations are in water-scarce countries. This motivates us to do our part and try to reduce our water consumption.
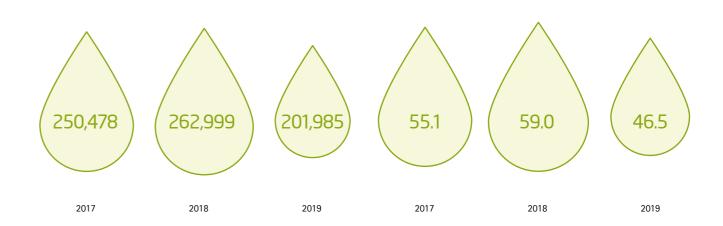
In our efforts to use water more efficiently, we installed aerators for all water taps. We are also capturing wastewater in more than one location and are reusing it for gardening in that same facility.

Etisalat UAE is proud of its accomplishment in reducing its water consumption. Water consumption decreased by 23% over the past year. Similarly, water consumption intensity per employee decreased by 21% between 2018 and 2019. In 2019, we recycled nearly 3.8 million cubic metres of wastewater.

## 3.8 million 💧

cubic metres of wastewater was recycled in 2019

**TOTAL WATER CONSUMPTION (m³)**

| 2017 | 2018 | 2019 |
|---|---|---|
| 250,478 | 262,999 | 201,985 |

**WATER CONSUMPTION INTENSITY (m³/FTE)**

| 2017 | 2018 | 2019 |
|---|---|---|
| 55.1 | 59.0 | 46.5 |

## BIODIVERSITY & ENVIRONMENTAL CONSERVATION

We are determined to prevent and reduce the impact of our activities on biodiversity in the areas in which we operate. We recognise the importance of biodiversity and aim to guarantee the sustainability of the ecosystems wherever we operate.

# 07

## CONNECTING COMMUNITIES
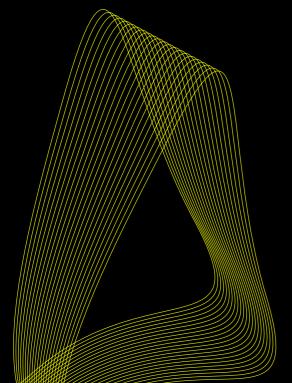
### MATERIAL ISSUES COVERED

→  Digital Access & Inclusion
→  Social Impact and CSR
→  Health & Safety

### UAE NATIONAL VISION 2021 PILLARS

→  Cohesive society and preserved identity

### 2019 PERFORMANCE HIGHLIGHTS

→  Etisalat launched the Talking Bill service to
   support people of determination, specifically
   those who are visually impaired or struggle
   with reading their phone bills, at no extra
   cost as well as the elderly.

→  Etisalat held its first cyberbullying conference
   dedicated to highlighting the various issues
   facing children and youth online.

→  Community investments totalled AED 47.97 million,
   an increase of 74% from the previous year.

→  Etisalat launched FutureNow programme to
   support scaleups and future entrepreneurs.

### SUSTAINABLE DEVELOPMENT GOALS



# DIGITAL ACCESS AND INCLUSION

At Etisalat we deliver on our commitment to bring advanced technology to the many communities that we serve in the UAE. We continue to work towards social integration, equal opportunities, and to care for all individuals. Our activities extended to technological development, education, social and cultural engagement, employee wellness, and beyond. The initiatives were chosen with a focus on enabling technology and digital capabilities across the group. We place significant focus on encouraging innovation and pioneering creative thinking for the next generation.

In line with the UAE's vision to make the country accessible to all, Etisalat launched the Talking Bill service to support elderly people and people of determination, specifically those who are visually impaired or struggle with reading their phone bills, at no extra cost. Talking Bill announces important charges such as total amount due, previous balance, amount paid, local and international calls, texts, data, international roaming, and VAT. The service also offers customers the option of having the information repeated to them. Furthermore, the Etisalat business and service centres have designated parking and ramp for people of determination in which they receive a priority queue (Masarrah) through the Queue Management System across all Etisalat stores.

On an international level, Etisalat continues to liaise with the Global System for Mobile Communications (GSMA) and the United Nations Global Compact (UNGC) to enable technology and digital capabilities at a greater mass level, delivering a collective impact for society.

## PEOPLE OF DETERMINATION & ELDERLY SUPPORT

Our sales representatives across Etisalat business centres and retail store have the training and knowledge to communicate with people of determination through sign language. Videos depicted on the screens in our stores are translated in sign language to ensure that we cater to the community. Priority lanes for elderly are also provided.

This year, we celebrated the International Day of Sign Languages across the 36 Etisalat business centres and retail stores across the UAE. We also celebrated the International Week of the Deaf to promote awareness about the how to assist people of determination and promote a more cohesive society. The over-arching theme in 2019 was 'Sign Language Rights for All".

Furthermore, our facilities are equipped with the consideration of people of determination and include designated washrooms, accessible parking, evac-chairs, available wheelchairs, priority lanes for elderly and additional support from our staff where required and appropriate. We offer 50% discount on eLife, Postpaid and ICP connections for people of determination.

## 36

Etisalat business centres and retail stores celebrated the International Day of sign Languages this year

# SOCIAL IMPACT AND CSR

Community development remained a major priority in 2019. Etisalat is committed to nurturing and maintaining the health and wellness of communities in which we operate. This commitment is reflected in the many community programmes we initiated in 2019 to promote healthier, happier living, alongside our community investments.

The Etisalat community investments totalled AED 47.97 million, an increase of 74% from the previous year. Community investments fall under the categories of social and community development; culture and environment; innovation, education, and health; and sports and youth.

Beyond financial support, our goal last year was to increase our involvement in community causes, therefore, in 2019 we participated in more than 67 programmes dedicated to the local community's needs. More than 1,000 employees volunteered in these programmes.

## COMMUNITY INVESTMENT

### TOTAL VALUE OF COMMUNITY INVESTMENTS (AED; MILLION)

| 2017 | 2018 | 2019 |
|------|------|------|
| 44.8 | 27.6 | 48.0 |

### TOTAL NUMBER OF LOCAL COMMUNITY DEVELOPMENT PROGRAMS BASED ON LOCAL COMMUNITY NEEDS

| 2017 | 2018 | 2019 |
|------|------|------|
| 46 | 52 | 67 |

### TOTAL NUMBER OF VOLUNTEERS (EMPLOYEES)

| 2018 | 2019 |
|------|------|
| 1,000+ | 1,000+ |

## PROTECTING CHILDREN AND MINORS ONLINE

Etisalat is collaborating with MOI as part of the annual February Safer Internet Day: an EU wide initiative organised by Insafe. The program is under the patronage of Shaikh Saif bin Zayed through the "Aqdar" program. The focus is given to the protection of children and minors in the UAE and the threats to which they may be exposed to online.

During this initiative, Etisalat participates in raising the awareness of children's online safety, by conducting awareness sessions at schools and posting of educational content on Etisalat social media channels.

To mark safer internet day – to draw attention to safer and more responsible use of online technology and mobile phones - we changed our network name to Aqdar SID.

Furthermore, Etisalat conducts multiple internal awareness programs as part of its annual security awareness roadshow to raise awareness amongst its employees on the same topic.

## CYBER BULLYING

In 2019, Etisalat held its first cyberbullying conference dedicated to highlighting the various issues facing children online, in line with the UAE leadership's directions to protect the children and youth with advanced educational, health and social welfare platforms to ensure their safety and wellbeing.

The conference was held in partnership with the Ministry of Education at Etisalat Academy in Dubai, as a one-day event held under the patronage of Her Highness Sheikha Fatima Bint Mubarak.

The conference included a panel of experts in children education and internet security, which was part of the third annual National Bullying Preventing Week activities. The conference allowed parents to experience scenarios that most children face online in a bid to make them more aware of such scenarios. It also showed how children and parents can help deal with cyberbullying by creating awareness about the issue.

This campaign gave us the opportunity to work with the community by empowering them with technology and tools that will increase awareness on this relevant topic and help parents and children to understand the consequences. The chatbot 'Bully Bot' will go a long way in a providing adequate information on how to deal with the issues and protecting our children as well.

## INTERNATIONAL DRESS DAY

To encourage cultural awareness and engagement, we celebrate International Dress day (Traditional), which is an intercultural festival. The event promotes diversity and friendship among different cultures within the company. Employees can showcase their traditional dress and related cultural activities. It is an opportunity to educate employees about their colleagues' countries and traditions, cultures, and heritage.

Employees wear their traditional dress to present their culture and present their home country and culture with an information booth-exhibit containing their favourite traditional costume, artwork, photographs, and videos. In addition, employees will teach their colleagues how to meet, greet and write in their native language.

# OUR CSR ACTIVITIES IN 2019

## BLOOD DONATION DRIVE

Etisalat conducted successful blood donation campaigns across the UAE in collaboration with Sharjah Blood Transfusion and Research Centre and Abu Dhabi Blood Bank.

Etisalat employees turned up in large numbers at Etisalat's headquarters, offices and business centres in the UAE to donate blood and demonstrate their support for the cause with their selfless volunteering, in line with Etisalat's CSR and commitment to contribute to the local community.

## EARTH HOUR

Etisalat joined major companies around the world on 30th March to mark Earth Hour, the world's largest movement in support of action on climate change.

Ten of Etisalat's buildings across the UAE switched off their lights and non-essential electronics from 8:30 to 9:30pm to mark Earth Hour.



### Earth Hour

Join us to help protect our planet.

This year, we will be switching off our lights for Earth hour and we encourage you to do the same.

For one hour on March 30, 2019, between 8:30pm and 9:30pm, we ask you to switch off your lights and any electrical appliances to help protect our planet.

Earth Hour can be celebrated in any way you wish, it's all in your own hands.

So, don't miss the chance to take part in helping the planet.

## UNITY RUN

Etisalat Information Services announced its digital sponsorship of the fourth Unity Run, a community event that aims to promote diversity and social inclusion of people with disabilities.

The fourth edition of Unity Run saw people from all walks of life come together for a 3km walk and 10km run at Dubai Silicon Oasis. Etisalat Information Services sponsored this annual event through its platform connect. ae, a hyperlocal search engine. Etisalat is also an active supporter of Dubai fitness activities.

## TOYS WITH WINGS

Etisalat staff joined hands with Toys with Wings and Emirates Red Crescent to undertake a toy collection drive aiming to bring smiles and happiness to less fortunate children around the world during Eid Al Fitr.

As part of the Eid gift campaign, Etisalat's CSR team placed boxes in the foyer of its buildings in the UAE for employees to give away children's toys. The gift-giving initiative received an overwhelming response across the UAE.

## SPECIAL OLYMPICS

Etisalat, the official telecoms partner of 'Special Olympics World Games Abu Dhabi 2019', hosted the last leg of the Special Olympics 'Flame of Hope' journey at its headquarters in Abu Dhabi.

The special ceremony celebrated the values of inclusivity and unity promoted by Special Olympics World Games Abu Dhabi 2019. Etisalat employees, Special Olympics athletes and senior officers from the Ministry of Interior took part in a festive parade as the torch was carried to Qasr Al Hosn, Abu Dhabi's historic landmark.

## SHEIKH ZAYED HERITAGE FESTIVAL

Etisalat announced its support for the 10th edition of Sheikh Zayed Heritage Festival, which celebrates the UAE Founding Father's vision to preserve Emirati roots while building a more prosperous future.

Held under the patronage of President His Highness Sheikh Khalifa bin Zayed Al Nahyan, the festival is an annual event established to honour the UAE's founding father, the late Sheikh Zayed bin Sultan Al Nahyan, for his pivotal role in preserving the nation's proud history as a gateway to the future.

## WELL OF HOPE

The Well of Hope initiative's first station was launched from the Etisalat Headquarters, where the company employees gathered around the virtual water pumping device to fill hundreds of water bottles as part of the campaign initiative.

The initiative calls for the community to give and donate water and deliver it to areas that suffer from scarcity of potable water resources. The Mohammed bin Rashid Al Maktoum Global Initiatives Foundation donates the same amount of total water pumped and delivers it to the needy and disadvantaged in the less fortunate societies worldwide.

## INNOVATION & ENTREPRENEURSHIP

We established several effective activities aimed at encouraging digital initiatives and innovation, while setting a roadmap for future entrepreneurs and innovators. We seek to equip the next generation with technological solutions and provide them with insights into the future of technology and education.

Etisalat's events and platforms aim to bring young people together, connecting them with relevant stakeholders, to transform new thoughts and ideas into reality. In return, these events and platforms provide us with insight into the next generation, and how as an operator, we can support them turn creative and innovative ideas into solutions that will bring value to our customers.

**"We are focused on the critical role of innovation and creatively delivering our services in line with the UAE Vision 2021."**

Our inspiration for paving the way for a sustainable and connected digital future is in alignment with the UAE's commitment to innovation. To proactively adhere to customers' 'needs of tomorrow' the Etisalat HR team dimensioned a new department – Etisalat Digital. This department is a roaring change agent to enable the economic backbone entities (SMEs, Government, Corporates, Enterprises) with state-of-the-art technology solutions.

Etisalat recognises the importance of SMEs in the UAE and their role in driving innovation. Therefore, we have launched several initiatives aimed at enriching the business ecosystem and creating a healthy environment for SMEs, such as the Hello Business Hub and the Hello Business Pitch competition.

We have partnered with Microsoft to deploy several initiatives that support the growth of the ecosystem of innovation in the UAE. These initiatives include collaborations on the Internet of Things (IoT) field, where we aim to support the community of entrepreneurs and developers through events and workshops that will promote different use cases and facilitate hands-on access to the Etisalat IoT platform. As part of our partnership, we are collaborating with start-ups to promote innovation and facilitate access to the UAE market through the portfolio of solutions of Etisalat Digital.

We are focused on the critical role of innovation and creatively delivering our services in line with the UAE Vision 2021. As innovation is a key focus area to create a widespread culture of innovation at Etisalat, our strategic initiatives are well aligned with the government to strengthen its position as a global hub for innovation. Etisalat aims to continue promoting a culture of innovation and working toward more agile workspace where we are not limiting ourselves with a legacy way of working.



### SCALEUP PROGRAMME: FUTURENOW

We aim to be the most innovative telco in all the markets that we operate, and to achieve this goal we invest in initiatives to accelerate the adoption of new technologies. This year, we launched the Etisalat Scaleup programme which enables growth stage start-ups ('scaleups') to collaborate in creating innovative solutions that address business challenges. The programme allows scaleups to accelerate their business in the region.

The foundational programme supporting scaleups is our FutureNow initiative by Etisalat Digital, the Open Innovation programme of Etisalat. FutureNow is the most ambitious Corporate Open Innovation program of the Middle East and is the umbrella that facilitates engagement and collaboration between the ecosystem of scaleups, Etisalat and our clients.

The participating scaleups have access to a wide catalogue of benefits including workspace, access to experts, network events and investors. These companies can also collaborate with Etisalat to offer their products and services to Etisalat's portfolio of clients.

In 2019, FutureNow launched 10 open innovation challenges and worked with more than 25 scaleups from over 12 different countries that developed and showcased the most innovative solutions of Industrial IoT, Blockchain, Cloud services, Customer Experience B2B, Digital Payments, Augmented Reality, UAT Automatization, Digital Retail and Online Marketplaces.

Our free FutureNow Workshops allow developers and students to learn about the latest technologies that Etisalat provides and apply their knowledge to create IoT solutions such as weather monitoring stations, smart home features or tracking tools. We hosted 3 workshops in 2019 with more than 100 people attending and over 400 people following through social media.
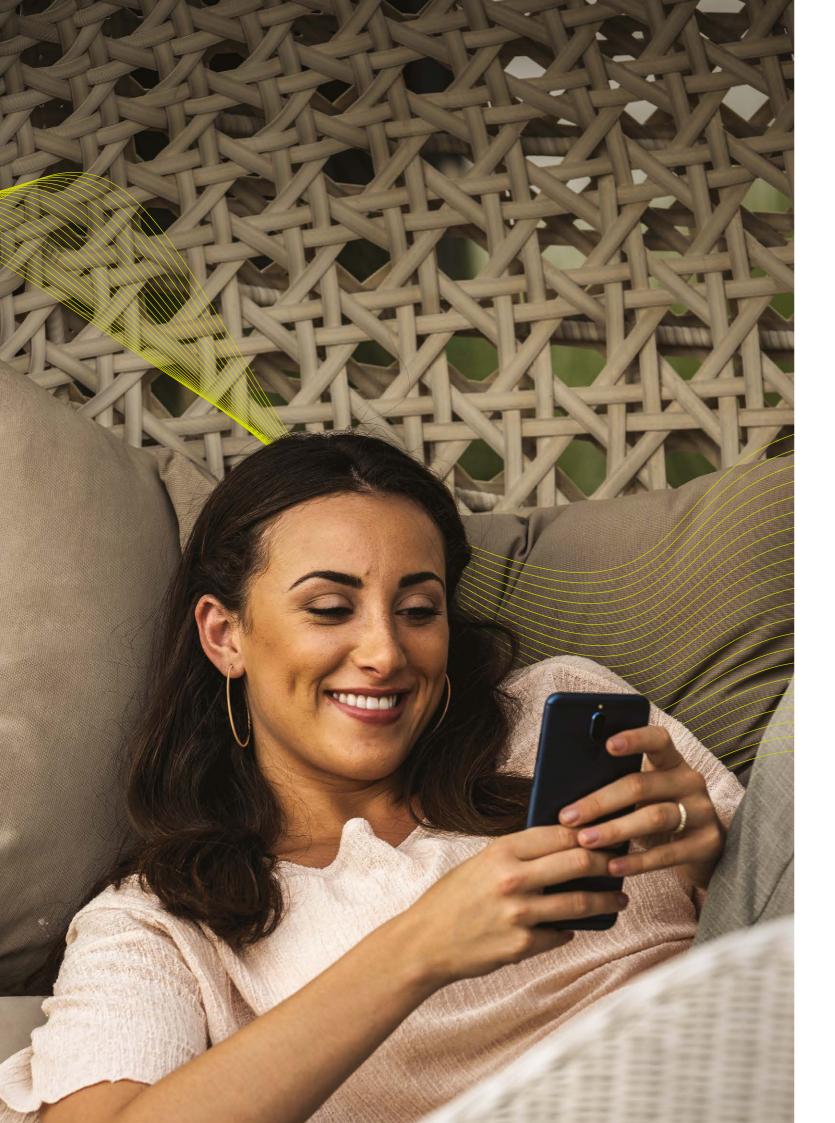
## 5G DEVELOPMENTS

In 2019, we continued to focus on our promise to deliver to fifth generation (5G) mobile commercial services to the UAE. At the close of 2019, 5G Coverage was 12.1% of UAE populated areas. While the deployment of 5G started with a focus on the main UAE cities, our vision is to extend coverage to the entirety of UAE, in line with the maturity of the 5G ecosystem. We are working closely with our partners in the industry to ensure the timely availability of 5G technology, to stimulate digital innovation and opportunities development. We are committed to empowering people through technology, while harnessing the power of our network to help address modern society's most complex issues.

5G and disruptive technologies are at the forefront of the transition in bringing new opportunities to the industry and the country. 5G has offered a step change in network performance and expectations are high for new 5G enabled applications and services. For example, 5G-connected home robots, autonomous driving cars, virtual shopping and drone delivery can transform consumer retail lifestyle. The network will also benefit from the use of AR/VR with advanced learning tools. 5G enabled wearables – particularly health devices and remote medicine/surgeries - can significantly improve the quality of healthcare for patients.

These milestones reinforce the reputation of the UAE in innovation and infrastructure. In addition, Etisalat's 5G network will provide the most advanced digital and telecom services to Expo 2020, its millions of visitors, and the UAE.

Etisalat continues to develop the 5G network covering Iconic and Populated areas across the UAE.

# HEALTH & SAFETY

## OCCUPATIONAL HEALTH & SAFETY

In valuing and caring for our workforce, we are committed to the highest standards of health and safety in the workplace. We adhere to safe labour practices and laws regarding working hours to protect and ensure the wellbeing of our people. We have established a Health, Safety and Environmental (HSE) policy. This policy applies to all Etisalat UAE staff, contractors, suppliers, consultants, visitors and partners at Etisalat premises and its projects. The HSE policy allows for the assessment of health and safety risks associated with working within the company and provides technicians with tools to identify hazards at the worksite before work begins. All employees and third parties are expected to abide by the health and safety rules and report any violation of health and safety immediately, as expressed in our Code of Conduct.

We have implemented an Occupational Health and Safety Management System In accordance with the ISO 45001:2018 international standard. We initiated the Empower HSE project to revitalize the HSE function within different departments, and to bring the safety culture of Etisalat to a new level.

We are committed to improving our employees' awareness of heat stress prevention through frequent seminars, training sessions and campaigns addressing the definition, types, symptoms, and precautionary measures on heat stress, such as our Summer Safety campaign. In 2019, we celebrated 0 heat stress events, down from 3 in 2018.

No fatalities were recorded in 2019. The total recordable injuries for employees stood at zero while there were two contractor injuries recorded in 2019. We also achieved a 50% drop in the frequency of employee occupation illnesses.
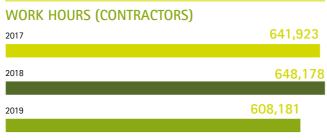
In working to train our employees to improve performance of health and safety systems, we conducted several awareness sessions. In 2019, 1,609 total training hours were provided to employees regarding health and safety, equating to three hours of HSE training per employee. In 2019, 12 emergency response drills were conducted. Health and safety risks are assessed as part of the physical and environmental controls that are included in our general control reviews in the annual audit plan.

We ensure that all personnel involved in the installation, operation and maintenance of base stations and equipment are both qualified and authorised. Personal Protective Equipment (PPE) is a prerequisite to carry out any activity onsite. At the corporate HSE level we specify the products-make, model and compliance standards required to carry out activities.

> "All personnel undertaking work onsite must receive the Permit to Work (PTW). These personnel undergo training and regular toolbox talks to ensure that all work is carried out to the utmost safety levels."

Our HSE team is responsible for carrying out inspections and audits for all critical facilities. As part of site visits and audits, we follow the Hazard Identification and Risk Assessment (HIRA) protocol. Any instances of non-conformance are communicated to the concerned stakeholders and reviewed until a resolution is made or the risk is brought down to the acceptable level. All personnel undertaking work onsite must receive the Permit to Work (PTW). These personnel undergo training and regular toolbox talks to ensure that all work is carried out to the utmost safety levels.

We have designed an HSE Governance Model for as part of our partnership with Expo 2020 and Dubai Airports. The model aims to not only meet but exceed the Quality, Health, Safety and Environment (QHSE) expectations of our partners. As part of our work with Expo 2020, we already began implementing the operational QHSE requirements set out by the HSE Governance Model we developed, which is 30% more stringent than the UAE requirements.

## WORK HOURS (EMPLOYEES)

| | |
|---|---|
| 2017 | 9,344,000 |
| 2018 | 9,137,304 |
| 2019 | 8,896,272 |

## WORK HOURS (CONTRACTORS)

| | |
|---|---|
| 2017 | 641,923 |
| 2018 | 648,178 |
| 2019 | 608,181 |

| EMPLOYEE HEALTH AND SAFETY | 2017 | 2018 | 2019 |
|---|---|---|---|
| Employee occupational illnesses frequency rate | 0.1% | 0.2%* | 0.1% |
| % Frequency of Employees occupational Illnesses | 0.1% | 0.2% | 0.1% |
| Employee lost time injuries (#) | - | - | 0 |
| Contractor lost time injuries (#) | - | - | 2 |
| Heat stress incidents (#) | 0 | 3* | 0 |
| Total number of emergency response drills conducted (#) | 7 | 13 | 12 |
| Safety incident investigations initiated (#) | - | 151 | 162 |
| Safety incident investigations completed (%) | - | 100% | 100% |

| HSE TRAINING | 2017 | 2018 | 2019 |
|---|---|---|---|
| Total hours of HSE training provided to employees | - | 1,279* | 1,609 |
| Average hours of HSE training per employee | - | - | 3.0 |
| Total number of volunteers (employees) | n/a | 1,000+ | 1,000+ |

| ABSENTEE RATE | 2017 | 2018 | 2019 |
|---|---|---|---|
| Employee absentee rate | 2.42* | 2.43* | 2.49 |

*Values have been restated

## EMPLOYEE WELLNESS AND HAPPINESS

At Etisalat we recognise that the health of our employees extends beyond health and safety policies. We have identified areas to support our employees in their day to day activities in our holistic approach to health. We ensure all workstations procured and floor layouts are within Etisalat are ergonomically designed and fit for use.



Etisalat provides health insurance for all staff. Our annual wellness activities aim to support employees and their loved ones. These include:

- Etisalat Marathon 2019 which was a 4 km or 8 km run for employees and their families with grand prizes distributed to the top three performers and prizes to the seven runners-up.
- Etisalat Innovation Month which included seminars, workshops, external visits, technology debates, innovative exhibition and an on online competition aimed at creating a widespread culture of innovation at Etisalat.
- Wellness Week 2019 which hosted a series of fun-filled activities, nutrition advisors, medical screenings, fun games, BMI and medical screening, and healthy tips to ensure a perfect work-life balance.

- Weight Loss Challenge 2019 which was a three-month challenge that was aimed at encouraging a healthy lifestyle and healthy eating habits.
- Eid Gift Donation Campaign in partnership with Toys with Wings and the Red Crescent to help bring smiles and happiness to children in need during the Holy Month of Ramadan.
- International Food Day which invited our generous employees to being a delicious home cooked dish that represents their culture and share it with their colleagues.

In 2019 we continued with our phenomenally successful Employee Wellness and Wellbeing programme, introduced in 2010 and conducted in locations across the UAE. This year the programme focused on health awareness and work life balance seminars, as well as implementing free health screenings, healthy food awareness, educational awareness seminars, special health offers, smoking cessation support, stress management services (such as yoga and meditation), weight loss and exercise programmes, as well as many more fun filled activities. Every year new initiatives are added, and we ensure the programmes offer short, medium- and long-term benefits.

### HEALTH SCREENINGS
- → Medical Screenings (3 types)
- → Skin Analysis
- → Body Weight Analysis
- → Sports Injury Prevention
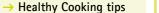
### LIFESTYLE
- → Healthy Food
- → Health Club Membership
- → Sitting Postures
- → Healthy Sleeping etc
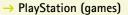
### EDUCATIONAL
- → Healthy Cooking tips
- → Nutrition Tips
- → Demonstrating Effective Ways of Communication
- → Effective Parenting Techniques
- → Stress Management
- → Other Health Related Topics
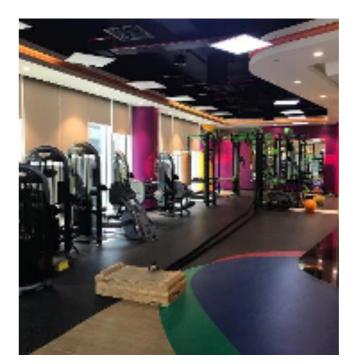
### FUN ELEMENTS
- → PlayStation (games)
- → Billiard
- → Table Tennis
- → Table Football
- → Funny Exercises/ Competitions
- → Live Cooking Stations
- → Raffle Draws
- → Gift Vouchers



### FOSTERING A FITNESS CULTURE AT ETISALAT

Etisalat established an employee gym in 2016. The gym, located in the Abu Dhabi head office, is free of charge for all employees and has flexible opening hours (6:00 AM – 10:00 PM). In addition, Etisalat provides its employees with training sessions covering health and safety and is an active partner of the Dubai Fitness Campaign.

Furthermore, through the Etisalat eClub we provide several tools to keep our employees and their families healthy, such as family activities, get-togethers, community events, sports competitions, group travels, discounted deals, and other benefits. This membership is exclusively available for Etisalat UAE employees.

The programme encourages employees to find a balance between their working and personal lives.

In 2019, Etisalat was recognised for Best Employee Wellness and Wellbeing Programme, which recognises employers who place employee wellbeing centre stage within the organisation and have embedded a strong culture of health and wellness. This award showcases a high-quality employee wellness programme that not only works, but that also offers clear and measurable returns on investment. The programme has been integrated successfully across the organisation to achieve sustainable business benefits. We use metrics, staff feedback and case studies to strengthen the programme.

To ensure a seamless implementation process, Etisalat added a group medical insurance policy covering all employees and their families residing in the UAE.

**We have incorporated corporate wellness into the human resources vision, mission and strategic focus through the following five step wellness and well-being model:**

Career

Community

Social

Wellbeing

Physical

Financial

## CUSTOMER HEALTH AND SAFETY

We continue to give high priority to the health and safety of our valued customer base, as well as the people and larger communities that we serve. As such, we take all confirmed and potential risks seriously.
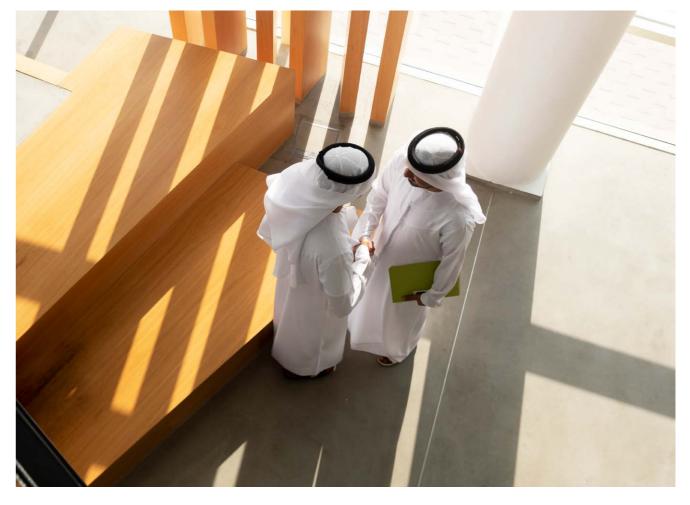
There is an ongoing health risk perception of the emission of Electromagnetic Energy (EME) from mobile devices and base stations masts. There is a lack of conclusive evidence on adverse health effects caused by mobile phone usage. Nonetheless, Etisalat is committed to transparent communication regarding these public concerns and continues to comply with the laws in every jurisdiction that we operate.

Our telecommunication networks are built to follow TRA guidelines on Non-Ionizing Radiation Limits for Telecommunication Networks, which are in line with ICNIRP (International Commission of Non-Ionizing Radiation Protection) guidelines in terms of Specific Absorption Rate (SAR). The compliance and EME documents are communicated to all staff and vendors and followed throughout installations.

Furthermore, as part of our campaigns to raise customer awareness on electromagnetic field exposure, Etisalat participates in various local and international events such as the UAE 5G Conference in 2019 addressing health and security.

### WHO GUIDANCE ON ELECTROMAGNETIC FIELDS AND PUBLIC HEALTH

As stated on WHO website "to date, the only health effect from RF [radiofrequency] fields identified in scientific reviews has been related to an increase in body temperature (> 1 °C) from exposure at very high field intensity found only in certain industrial facilities, such as RF heaters. The levels of RF exposure from base stations and wireless networks are so low that the temperature increases are insignificant and do not affect human health.

# APPENDICES

## APPENDIX A – REPORT SCOPE AND BOUNDARIES

| | |
|---|---|
| Completeness and Aspect Boundaries | Etisalat has attempted to make this report as complete as possible. This report covers major activities from Etisalat UAE departments, and includes activities in its branches in UAE. |
| Materiality | Etisalat believes this report covers the most material issues to Etisalat and its stakeholders. In alignment with the principles of the GRI Standards, Etisalat's materiality assessment consists of four steps: 1) identifying relevant topics; 2) prioritizing topics according to impact on Etisalat and its stakeholders; 3) validating the prioritized topics through reviews and evaluations; 4) review its materiality matrix on an annual basis. |
| Stakeholder Inclusiveness | Etisalat has identified and considered all key stakeholders and has outlined ways that the company engages with them to identify their needs and priorities. |
| Sustainability Context | Etisalat has considered regional trends in sustainability that affect its activities. |
| Reporting Cycle | This report covers the calendar year for 2019. |
| Balance | This report seeks to demonstrate transparency, presenting our performance in economic, social, and environmental topics in a balanced way. |
| Comparability | Comparisons are made throughout the report against 2017 and 2018. |
| Accuracy and Reliability | To the best of Etisalat's ability, all the information presented in this report is accurate and represents the best data available to the company and its stakeholders. |
| Clarity | This report targets a wide audience with varying degrees of understanding of telecommunications and technology. Therefore, Etisalat strived to ensure this report is easily understandable to all anticipated readers. |
| Assurance | The report has not been externally audited or assured. |

## APPENDIX B – GRI STANDARDS CONTENT INDEX

**Materiality Disclosures**
Etisalat
GRI
Nov 2020 Service

This report has been prepared in accordance with the GRI Standards: Core option, and the table below provides a reference for GRI content in the report. As signified by the icon above, the report has successfully completed the Materiality Disclosure Service provided by the GRI. The service was performed on the English version of the report

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S) AND/OR DIRECT ANSWERS |
|---|---|---|
| **GRI 101: Foundation 2016** | | |
| **General Disclosures** | | |
| | Organizational profile | |
| | 102-1 Name of the organization | Etisalat |
| | 102-2 Activities, brands, products, and services | 8 |
| | 102-3 Location of headquarters | Abu Dhabi, UAE |
| | 102-4 Location of operations | 8 |
| | 102-5 Ownership and legal form | 60% Government, 40% Free Float |
| | 102-6 Markets served | 8 |
| | 102-7 Scale of the organization | 8, 46 |
| | 102-8 Information on employees and other workers | 46 |
| | 102-9 Supply chain | 42–43 |
| | 102-10 Significant changes to the organization and its supply chain | 42–43 |
| | 102-11 Precautionary Principle or approach | 40–41 |
| | 102-12 External initiatives | 69–71 |
| GRI 102: General Disclosures 2016 | 102-13 Membership of associations | 10–11 |
| | Strategy | |
| | 102-14 Statement from senior decision-maker | 6–7 |
| | 102-15 Key impacts, risks, and opportunities | 6–7, 40–41 |
| | Ethics and integrity | |
| | 102-16 Values, principles, standards, and norms of behavior | 9 |
| | 102-17 Mechanisms for advice and concerns about ethics | 37 |
| | Governance | |
| | 102-18 Governance structure | 34 |
| | 102-19 Delegating authority | 34 |
| | 102-20 Executive-level responsibility for economic, environmental, and social topics | 34 |
| | 102-21 Consulting stakeholders on economic, environmental, and social topics | 13, 34 |
| | 102-22 Composition of the highest governance body and its committees | 34 |

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S) AND/OR DIRECT ANSWERS |
|---|---|---|
| GRI 102: General Disclosures 2016 | 102–23 Chair of the highest governance body | 34 |
| | 102–24 Nominating and selecting the highest governance body | 34 |
| | 102–25 Conflicts of interest | 34 |
| | 102–26 Role of highest governance body in setting purpose, values, and strategy | 34 |
| | 102–30 Effectiveness of risk management processes | 40–41 |
| | 102–35 Remuneration policies | 35 |
| | 102–36 Process for determining remuneration | 35 |
| | 102–37 Stakeholders involvement in remuneration | 35 |
| | 102–38 Annual total compensation ratio | 33 |
| | 102–39 Percentage increase in annual total compensation ratio | 33 |
| **Stakeholder engagement** | | |
| | 102–40 List of stakeholder groups | 13 |
| | 102–41 Collective bargaining agreements | Collective bargaining agreements are illegal in UAE |
| | 102–42 Identifying and selecting stakeholders | 13 |
| | 102–43 Approach to stakeholder engagement | 13 |
| | 102–44 Key topics and concerns raised | 13–14 |
| **Reporting practice** | | |
| | 102–45 Entities included in the consolidated financial statements | 33 |
| | 102–46 Defining report content and topic Boundaries | 80 |
| | 102–47 List of material topics | 14 |
| | 102–48 Restatements of information | 49,76 |
| | 102–49 Changes in reporting | No changes |
| | 102–50 Reporting period | January 1, 2019 to December 31, 2019 |
| | 102–51 Date of most recent report | 2018 |
| | 102–52 Reporting cycle | Annual |
| | 102–53 Contact point for questions regarding the report | 4 |
| | 102–54 Claims of reporting in accordance with the GRI Standards | 4 |
| | 102–55 GRI content index | 81–86 |
| | 102–56 External assurance | Not assured |
| **Material Topics** | | |
| **GRI 200 Economic Standard Series** | | |
| **Economic Performance** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 33, 61 |
| | 103–2 The management approach and its components | 14 |
| | 103–3 Evaluation of the management approach | 14 |

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S) AND/OR DIRECT ANSWERS |
|---|---|---|
| GRI 201: Economic Performance 2016 | 201–1 Direct economic value generated and distributed | 33 |
| | 201–2 Financial implications and other risks and opportunities due to climate change | 61 |
| **Procurement Practices** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 42–43 |
| | 103–2 The management approach and its components | 42–43 |
| | 103–3 Evaluation of the management approach | 42–43 |
| GRI 204: Procurement Practices 2016 | 204–1 Proportion of spending on local suppliers | 42–43 |
| **Anti-corruption** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 34–35 |
| | 103–2 The management approach and its components | 34–35 |
| | 103–3 Evaluation of the management approach | 34–35 |
| GRI 205: Anti-corruption 2016 | 205–1 Operations assessed for risks related to corruption | 34–35 |
| | 205–2 Communication and training about anti-corruption policies and procedures | 34–35 |
| **Anti-competitive Behavior** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 34–35 |
| | 103–2 The management approach and its components | 34–35 |
| | 103–3 Evaluation of the management approach | 34–35 |
| GRI 206: Anti-competitive Behavior 2016 | 206–1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 34–35 |
| **GRI 300 Environmental Standards Series** | | |
| **Materials** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 64 |
| | 103–2 The management approach and its components | 64 |
| | 103–3 Evaluation of the management approach | 64 |
| GRI 301: Materials 2016 | 301–1 Materials used by weight or volume | 64 |
| | 301–2 Recycled input materials used | 64 |
| **Energy** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 61–63 |
| | 103–2 The management approach and its components | 61–63 |
| | 103–3 Evaluation of the management approach | 61–63 |
| GRI 302: Energy 2016 | 302–1 Energy consumption within the organization | 61–63 |
| | 302–2 Energy consumption outside of the organization | 61–63 |
| | 302–3 Energy intensity | 61–63 |
| | 302–4 Reduction of energy consumption | 61–63 |
| | 302–5 Reductions in energy requirements of products and services | 61–63 |

## Water

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S) AND/OR DIRECT ANSWERS |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 64 |
| | 103–2 The management approach and its components | 64 |
| | 103–3 Evaluation of the management approach | 64 |
| GRI 303: Water 2016 | 303–3 Water recycled and reused | 64 |

## Biodiversity

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 65 |
| | 103–2 The management approach and its components | 65 |
| | 103–3 Evaluation of the management approach | 65 |
| GRI 304: Biodiversity 2016 | 304–1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | 65 |
| | 304–2 Significant impacts of activities, products, and services on biodiversity | 65 |

## Emissions

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 62 |
| | 103–2 The management approach and its components | 62 |
| | 103–3 Evaluation of the management approach | 62 |
| GRI 305: Emissions 2016 | 305–1 Direct (Scope 1) GHG emissions | 62 |
| | 305–2 Energy indirect (Scope 2) GHG emissions | 62 |
| | 305–3 Other indirect (Scope 3) GHG emissions | 62 |
| | 305–4 GHG emissions intensity | 62 |
| | 305–5 Reduction of GHG emissions | 62 |

## Effluents and Waste

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 64–65 |
| | 103–2 The management approach and its components | 64–65 |
| | 103–3 Evaluation of the management approach | 64–65 |
| GRI 306: Effluents and Waste 2016 | 306–1 Water discharge by quality and destination | 64–65 |
| | 306–2 Waste by type and disposal method | 64–65 |

## GRI 400 Social Standards Series

## Employment

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 50–54 |
| | 103–2 The management approach and its components | 50–54 |
| | 103–3 Evaluation of the management approach | 50–54 |
| GRI 401: Employment 2016 | 401–1 New employee hires and employee turnover | 50–54 |
| | 401–2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 50–54 |
| | 401–3 Parental leave | 50–54 |

## Occupational Health and Safety

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S) AND/OR DIRECT ANSWERS |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 75–78 |
| | 103–2 The management approach and its components | 75–78 |
| | 103–3 Evaluation of the management approach | 75–78 |
| 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 | 75–78 |
| | 403–3 Workers with high incidence or high risk of diseases related to their occupation | 75–78 |

## Training and Education

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 48–49 |
| | 103–2 The management approach and its components | 48–49 |
| | 103–3 Evaluation of the management approach | 48–49 |
| GRI 404: Training and Education 2016 | 404–1 Average hours of training per year per employee | 48–49 |
| | 404–2 Programs for upgrading employee skills and transition assistance programs | 48–49 |
| | 404–3 Percentage of employees receiving regular performance and career development reviews | 48–49 |

## Diversity and Equal Opportunity

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 55 |
| | 103–2 The management approach and its components | 55 |
| | 103–3 Evaluation of the management approach | 55 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405–1 Diversity of governance bodies and employees | 55 |

## Non-discrimination

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 36, 60 |
| | 103–2 The management approach and its components | 36, 60 |
| | 103–3 Evaluation of the management approach | 36, 60 |
| GRI 406: Non-discrimination 2016 | 406–1 Incidents of discrimination and corrective actions taken | 36, 60 |

## Human Rights Assessment

| | | |
|---|---|---|
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 38, 42–43 |
| | 103–2 The management approach and its components | 38, 42–43 |
| | 103–3 Evaluation of the management approach | 38, 42–43 |
| GRI 412: Human Rights Assessment 2016 | 412–1 Operations that have been subject to human rights reviews or impact assessments | 38, 42–43 |
| | 412–2 Employee training on human rights policies or procedures | 38, 42–43 |

| GRI STANDARD | DISCLOSURE | PAGE NUMBER(S) AND/OR DIRECT ANSWERS |
|---|---|---|
| **Local Communities** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 68–71 |
| | 103–2 The management approach and its components | 68–71 |
| | 103–3 Evaluation of the management approach | 68–71 |
| GRI 413: Local Communities 2016 | 413–1 Operations with local community engagement, impact assessments, and development programs | 68–71 |
| **Customer Health and Safety** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 79 |
| | 103–2 The management approach and its components | 79 |
| | 103–3 Evaluation of the management approach | 79 |
| GRI 416: Customer Health and Safety 2016 | 416–1 Assessment of the health and safety impacts of product and service categories | 79 |
| **Marketing and Labelling** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 29–31 |
| | 103–2 The management approach and its components | 29–31 |
| | 103–3 Evaluation of the management approach | 29–31 |
| GRI 417: Marketing and Labeling 2016 | 417–1 Requirements for product and service information and labeling | 29–31 |
| **Customer Privacy** | | |
| GRI 103: Management Approach 2016 | 103–1 Explanation of the material topic and its Boundary | 14, 25–27 |
| | 103–2 The management approach and its components | 25–27 |
| | 103–3 Evaluation of the management approach | 25–27 |
| GRI 418: Customer Privacy 2016 | 418–1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | 25–27 |