



Etisalat CSR & Sustainability Report 2012

By Group Corporate
Communications





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Front cover image shows the Etisalat Origin programme in Egypt and back cover its Android Village Hub in Sri Lanka.

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Management Introduction

In 2012 the Etisalat Group's sustainability and social responsibility strategy was transformed as the company undertook several commitments to ensure that its efforts are better coordinated across all operations. This included pledging its support to the United Nations Global Compact.

Etisalat has since reinforced its focus on important initiatives that help reduce the environmental impact of its business and that of its customers; increasing connectivity to the markets that need it most; and in providing value added and community-enriching services such as healthcare and education.

The key highlight for the year has been the success of Etisalat's Mobile Baby Programme in Africa - a mobile health initiative that is supporting pregnant women in rural areas. The programme, which was launched in partnership with Qualcomm, Great Connections and D-Tree International, has now saved hundreds of lives and is being offered in multiple countries including Tanzania and Nigeria.

The Mobile Baby Programme has been recognised globally and won several awards this year. These include two GSM Association (GSMA) Global Mobile Awards, two International Business Awards in Seoul and an award at the World Communications Awards held in London.

This initiative has captured the industry's imagination. The Etisalat Group along with other major operators, have joined hands to form a programme that will bring together the major African operators to work across borders to provide rudimentary healthcare services under the banner of the GSMA's Pan-African mHealth Initiative.

Etisalat's commitment to the environment remains strong. In 2012, the company continued to promote the successful Energy Star Initiative – a joint project with Pacific Controls that aims to cut the greenhouse emissions from buildings in the UAE.

More than 7 million square feet of facility space from 20 of the largest companies in the UAE are now being managed through the Energy Star project. It has also been calculated that over 3,000 tons of CO2 emissions have been eliminated in the first eight months of 2012, with participants seeing a 15–25% reduction in electricity consumption.

Etisalat Group has extended this strategic agreement with Pacific Controls to cover the company's entire footprint, and aims to roll out the programme in Saudi Arabia in 2013.



Etisalat is also in the process of pursuing tower sharing partnerships and deploying hybrid and alternative power solutions including wind and solar power, across its footprint. Significant projects are currently under development in Nigeria, Egypt and Afghanistan. These programmes will not only ensure that emissions are reduced and improve Etisalat's operating expenses, but will also provide greater resilience to the company's services.



HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai (right) with Ahmad Adbulkarim Julfar, CEO at the Etisalat Group



Etisalat has been presented GSMA Global Mobile Awards in both 2012 and 2013 for providing services to the unbanked across the Middle East, Asia and Africa

On the education front, most of Etisalat's operations are engaged with local education ministries. Notably in the UAE, the Ayaadi programme has been developed to support the local youth through a variety of projects, including the provision of an electronic library and scholarship awards for gifted students.

The Etisalat Group is building a strong pool of professional talent to help sustain its growth. In 2012 over 80 high performing employees began the second year of the company's Hi Potential Programme (HiPo for short). This provides our future leaders with significant learning resources from organisations such as Harvard and Duke University.

With the success of these programmes and others included in this report, the Etisalat Group is in a strong position to realise its vision of becoming the leading and most admired emerging markets telecom group.



Materiality Analysis

In the development of this Sustainability Report Etisalat has undertaken a variety of internal and external stakeholder engagement activities. This dialogue has been captured and evaluated based on best practice methodologies – including those recommended by the Global Reporting Initiative. The most important indicators have been selected for this first report.

Environmental Stewardship

The telecom sector is not a significant polluter as compared to other industries, however in a world with limited natural resources, companies will only be able to ensure their long-term success by controlling their energy consumption and reducing the environmental impact of the life cycles of their products and services.

Customer Experience

Etisalat works continuously on customer insight-based and focused propositions, as well as the enhancement of positive customer experience across all touch-points.

Knowing its customers and ensuring positive interactions with them throughout the relationship is a core competence to compete in Etisalat Group's regions.

Employee Relations

Telecommunications requires a large number of skilled and educated people. Etisalat and its operators must therefore work hard to attract, train and retain the best employees, which is a key factor in the corporation's strategy for 2013 and beyond.



Society/Community

Engaging with local organisations on social projects can have a positive effect on the contribution Etisalat can make to community.

These activities are strategically chosen and evaluated in order to initiate appropriate dialogue with key stakeholders.

Public Policy Participation

The Etisalat Group can advocate for positive change at a national and international level. The effectiveness of this advocacy has a material impact on the business, enabling it to negotiate for its rights.

Human Rights

The Etisalat Group follows the high standards expected of it as one of the largest companies in the Middle East.

Human Rights are widely applied throughout its operations and the Etisalat Group takes efforts to ensure that it is not complicit in human rights abuses within its value chain.





Pictured from left to right: Clare Woodcraft, CEO at the Emirates Foundation for Youth Development, Habiba Almarashi Co-founder and Chairperson of the Emirates Environmental Group, Zaki Yousif, Manager at the UAE Ministry of International Cooperation & Development and Herman Riedl from the Boston Consulting Group at the Etisalat Group Social Investment Summit 2012

Stakeholder Engagement

The Group conducts its business operations in 15 countries across the Middle East, Asia and Africa. This diversity necessitates developing and sustaining relationships with various stakeholders.

The Group uses the term 'stakeholder' to define persons or groups that have an interest in the organisation, who have the ability to influence its outcomes or to be substantially impacted by the operations of the organisation, and as a result are expected to have a significant impact on the organisation.

Our significant stakeholders are therefore defined as customers, employees, communities, investors, governments, legal and regulatory bodies, business partners, consultants or vendors, pressure groups, media, industry peers and competitors.

"Although difficult to measure, the importance of social investments cannot be denied. The impact and contribution to a company's long-term success is clearly evident. This is why the Etisalat Group has consistently invested and supported good causes across its footprint, and why we commit to the long-term development of the nations in which we invest. We see this not simply as an injection of capital, but of a partnership in prosperity."

Ahmed bin Ali, Senior Vice President for Corporate Communications, Etisalat Group

Etisalat CSR summit (May)

In the month of May 2012, the Etisalat Group organized a Social Investment Summit at the Etisalat Academy in Dubai. The two-day Summit focused on issues such as Perspectives on social responsibility, CSR beyond PR, CSR in the Middle East, Asia and Africa and more.

At the summit, Mrs. Habiba Al Marashi, President and CEO of ACSRN spoke about the perspectives on social responsibility & principles of reporting. She mentioned how sustainability can add immense value to organizations working in the telecom sector. She also spoke at length about the benefits of sustainability disclosure and the value of the GRI framework.

The other speakers at the seminar, representing various industries and countries, included the UAE Office for the Coordination of Foreign Aid; the Emirates Foundation; The Boston Consulting Group; Etisalat Misr; EWS-WWF and others.

Our engagement with stakeholders encompasses a range of activities and interactions that include communications, consultations and information disclosures. Through regular engagements the Group is able to identify its most significant stakeholder groups, their specific interests, and determine the issues that are most material from a triple bottom line perspective.

Our formal and informal mechanisms of interaction with stakeholders provide the opportunity to create relationships, build mutual trust and understanding, and provide accountability to people and institutions that are affected by or impacted by our operations.



The Etisalat Group's Senior Vice President Corporate Communications engaging with the global CSR community at the World Forum in Lille

Stakeholder	Form of Engagement	Frequency
Customers – individual and corporate B2B	<p>Group: Customer Experience Survey.</p> <p>In-Country: Personal meetings, discussion forums, surveys, field visits, conference calls, progress reviews, information dissemination through printed reports, telephone, SMS and corporate websites, workshops, business development activities, road shows and trade fairs.</p>	<p>Annual Customer Experience surveys from the Etisalat Group and frequent customer satisfaction surveys from in-country teams that are conducted on a regular basis.</p> <p>They are supported bi-annually through personal meetings and annually through road shows and trade fairs.</p>

Stakeholder	Form of Engagement	Frequency
Employees – directors, executives, non-executives	<p>Group: Global Employee Survey.</p> <p>In-Country: Direct reporting, intranet communication, employee satisfaction surveys, open door policy at all management levels, annual events, professional training, development activities and team building activities.</p>	<p>The Global Employee Survey is conducted annually by the Etisalat Group.</p> <p>On-going engagement at the OPCO level includes intranet communications, Bi-annual performance reviews and other employee engagement surveys.</p> <p>Professional training, development activities and team building through internal and external sources conducted at least annually.</p>
Business partners, consultants and vendors	<p>Group: Engagement during high-level meetings at trade exhibitions such as Mobile World Congress, as well as periodically at other conferences.</p> <p>In-Country: Regular meetings, distributor conferences, correspondence, monthly market reports, engagement as part of the transparent and membership in industry associations.</p>	<p>Group-led discussions through annual meetings during global conferences and exhibitions are supported by regular market reports through in-country teams.</p> <p>Both Group and OPCO teams meet annually though distributor conferences and stay in touch through conference calls, e-mails and circulars.</p>

Stakeholder	Form of Engagement	Frequency
Legal & regulatory bodies	<p>Proactive outreach during large international conferences such as World Economic Forum meetings.</p> <p>Meetings, periodic disclosures, correspondence, representation through chambers of commerce and trade associations with bodies such as Local Authorities, Municipal Councils and other institutions such as the Consumer Affairs Authority, etc.</p>	<p>High-level meetings take place several times during the year in Africa, Europe and the Middle East.</p> <p>Engagement with regulatory bodies is carried out on an on-going basis.</p> <p>The senior management of Etisalat are members of chambers and industry associations that meet frequently.</p>
Investors – institutional, fund managers / analysts and lenders	<p>There is an Annual General Meeting for Etisalat Group investors. Senior Management frequently participates at Investor Conferences and there is regular contact with Abu Dhabi Exchange (ADX).</p> <p>In local markets, periodic disclosures through annual reviews, quarterly reports, analyst and investor conferences, one-on-one meetings, investor road shows, phone calls and corporate websites where applicable.</p>	<p>Communications take place annually and quarterly for formal disclosures including quarterly analyst presentations.</p> <p>There are regular investor road shows / meetings and contact is maintained regularly through phone calls, email and websites.</p>

Stakeholder	Form of Engagement	Frequency
Community - neighbours and community	<p>The Group coordinates efforts that cross borders, specifically that align with the GSMA Mobile for Development Programme (Education, Health, Green IT, Commerce/Banking, Disaster Response) and liaison with global causes and charities.</p> <p>Local teams manage implementation of Corporate Social Responsibility activities including: community education, information dissemination programmes, meetings, and forums.</p>	<p>The Etisalat Group is on the Board of the Mobile for Development and engages regularly in cross-industry discussions.</p> <p>Engagement with the community is carried out prior to entry into the area after which engagement is carried out on a regular basis while operating.</p>
Society, media and pressure groups	<p>Both Group and Local teams correspond to the relevant stakeholders via frequent correspondence, website, press releases, media briefings, discussions, participation at NGO forums, media coverage, certification and accreditation.</p>	<p>Engagement with the society / pressure groups /media is carried out on an on-going basis.</p> <p>In 2012, Etisalat Group held its first Etisalat Social Investment Summit and will sponsor the 10th CSR Summit in May 2013.</p>



Etisalat Group Chief Government Relations & Communications Officer, Nasser bin Obood, addressing Etisalat stakeholders at it the Etisalat Social Investment Summit 2012

Stakeholder	Form of Engagement	Frequency
Industry peers & competition	<p>The Group represents the operators at various associations including ITU, GSMA as well as the World Economic Forum.</p> <p>The Group is engaged with the GSMA Chief Strategy Officers committee, Chief Regulatory Group and Public Policy Steering Committee. Etisalat Group CEO is a Board Member for the GSMA and the GSMA Mobile for Development Programme.</p> <p>In-country teams collaborate through the chamber of commerce, trade associations, conferences, and discussion forums.</p>	<p>Meetings with GSMA Boards happen at least biannually and at landmark events that take place throughout the year (e.g. Davos and Mobile World Congress.)</p> <p>Engagement with in-country industry peers /competitors is carried out regularly through the participation of OPCO senior management in various policy making bodies.</p>
Government, government institutions and departments	<p>Group conducts proactive outreach during large international conferences such as World Economic Forum meetings.</p> <p>In-Country management holds meetings, issues newsletters and circulars, makes presentations and briefings, attends advisory meetings, and are members of the national committees.</p>	<p>High-level engagement takes place when possible at least once per year.</p> <p>Engagement with the Government is carried out on an on-going basis by in-country teams and cluster management. The senior management are members of trade bodies who meet regularly.</p>

Environmental Stewardship

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

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

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

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

In 2010 Etisalat began the journey of implementing a Global Environmental Management System based on the principles of ISO 14001. This sets guidelines for the management of Group companies to ensure a consistent approach to network deployment, and facility management. Etisalat is in the process of generalising best practices across all countries and adopting eco-efficient criteria.

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

It has also been identified that Etisalat's offices, retail outlets and call centres create waste and consumption issues that need to be managed. Etisalat is developing systems to help reduce this impact and also assist its channel partners and customers in becoming more efficient.

In the UAE, Etisalat has completely eradicated paper billing for E-Vision television services, and has incentivised customers to register for electronic billing through promotions and advertising. Etisalat is also encouraging employees to participate in its green vision offering prizes for those who are able to identify and propose initiatives that help improve the corporation's efficiency.





Etisalat Group's Environmental Charter

Etisalat's commitment is to:

1. The wellness of its people and the environment in which they operate
2. Entrench ecological criteria throughout the life-cycle of its activities and services to minimise their impact on the environment
3. Strive to continually improve its performance to prevent pollution, reduce material, energy demands, and waste volumes yielded from operations and services
4. Remain at the forefront of innovation to develop and market sustainable telecommunication solutions aimed at meeting the long-term environmental challenges of its customers
5. Exercise due diligence in its approach to meet or exceed the requirements of applicable legislation and other requirements to which it subscribes, relevant to its environmental aspects
6. Foster good relations with government agencies, businesses, the public and relevant interest groups to communicate environmental expectations and promote environmental protection

Etisalat Go Green

Etisalat has always had environmental care as part of its long-term policy and vision. Many of its office buildings have smart technology installed throughout – ensuring that electricity is switched off at the end of day. Its buildings have also been designed by leading architects to reduce the heat effect and minimise the requirement for air conditioning.

In 2010 Etisalat formalized its environmental policy and strategy to help focus efforts in reducing our internal consumption and promoting efficiency across our operations. This was launched under the theme of 'Go Green' and has so far involved:

- Paper collection and recycling
- Photocopy cartridge recycling
- Recycled paper replacing farmed paper for office use
- Network printing and photocopying to reduce waste and manage consumption

Etisalat's Go Green strategy forms the basis of its environmental management strategy and incorporates four stakeholder groups – staff, customers, government bodies and Non-Government Organisations (NGOs).





Etisalat Go Green Strategy

- Promote the search for innovative solutions and technologies that contribute towards minimising the environmental footprint of our activities and services for a better environmental quality of life
- Provide suitable and sufficient environmental management information, instructions and training to promote a culture of enablement amongst all our staff to be actively engaged and committed towards sustainable best practices as part of value creation
- Liaising and cooperating with relevant authorities and third parties in the interest of promoting mutual environmental management expectations and interests

Alternative Energy and Efficient Networks

Since the 1990s Etisalat has been exploring the use of solar power within its facilities. Its first ever deployment was at the Etisalat University College to provide water heating. Since then, it has deployed large solar base stations at 50 locations in the UAE.

Across its footprint Etisalat is now deploying the most efficient network infrastructure possible, including carbon masts in Saudi Arabia, solar power in Egypt, and wind in Afghanistan. We are also investigating the deployment of hybrid systems for parts of our footprint that have changeable weather systems.

Tower Sharing is also a key strategic initiative. Successful site sharing agreements reduce the materials and waste inherent in construction of new facilities. It also has a positive impact on maintenance and fuel distribution.

Energy Star

Energy Star is a fully managed Machine-to-Machine (M2M) Solution aimed at reducing the carbon footprint of companies in the Middle East, Asia and Africa.

It was launched first in the UAE, given the UAE's electricity and power demands, and is expected to double by 2015. The United Nations Environment Programme has assessed that buildings are responsible for 60% of energy consumption.

With this in mind, Etisalat has partnered with Pacific Controls to engage and execute managed energy services with existing building owners resulting in an average efficiency saving in terms of reducing electricity consumption by a minimum of 15%, and in some cases by as much as 25%.

There are currently 34 facilities across the UAE actively participating in this programme, constituting an overall built-up space in excess of 7 million sq. ft.

What makes Energy Star particularly innovative is that it tackles some critical flaws inherent in facility design and management



- Existing devices have been installed ad-hoc over time
- Inability to centralise and manage data found within building equipment is a challenge
- Different technologies operate on different protocol standards
- Non-integrated, multi-protocol environment makes monitoring energy usage and device performance is difficult
- No one "owns" a given building's system data
- Lack of accountability among building owners, operators and tenants, results in a lack of contractual incentives to improve that building's energy efficiency

In doing this, the programme helps to generate a rapid ROI (9 months) and reduce waste with savings of up to 20% possible in the first 2 months (during the summer).

The key benefits are:

- Unnecessary running hours reduced, increase in equipment life cycle
- Reduction in the cooling demand and energy consumption of the building, leading to lower emissions
- Continuous savings achieved as measured in comparison with expected consumption

Our current deployments have already yielded spectacular results and in 2012 Etisalat has eliminated more than 3,000 tons of CO2 emissions. The average energy savings for only the first stage across projects is 12%.

An agreement was signed in November 2012 to extend the programme across Etisalat's footprint with Saudi Arabia scheduled to be the next location for launch, due to happen in 2013.





The Etisalat Group's Chief Human Resources Officer, Abdulaziz Al Sawaleh presenting to the company's future leaders

Employee Relations

For the Etisalat Group: being responsible for its employees means building a company that understands and lives its values and which nurtures a motivational culture.

To do this, it is attentive to the expectations and needs of all employees. Etisalat is committed to placing men and women at the heart of its development strategy and this is accompanied by strong social goals e.g. to be among the preferred employers in the main countries where it operates.

Needless to say Etisalat strictly complies with labour laws and regulations.

Talent Development

The telecom industry changes constantly and skills planning is a highly strategic and material factor in Etisalat's business planning. Identifying short and longer term trends, risk areas and offering employees career prospects in line with these trends is the challenge that the Etisalat Group's Talent Management team have been established to supervise.

To ensure that Etisalat's business will be sustained with the best talent in the future, it has launched an innovative Hi Potential (HiPo) programme including almost one hundred staff from across Etisalat's footprint. Nationals from each of its countries participate reflecting the corporation's commitment to diversity and to empowering the local population.

Etisalat's HiPo Programme provides these employees with access to valuable learning resources from organisations such as Harvard Business School and Duke University, as well as the opportunity to take work placements in other countries within Etisalat's footprint.

In other cases and where the need is even greater (e.g. Afghanistan), a comprehensive succession development programme has been designed with key focus on preparing future leaders from within the Afghan national workforce. The programme is based on global best practice and to date has 61 successors who are being developed for future leadership roles.

Providing Local Employment Opportunities

Etisalat is proud to partner with the local communities in which it operates to create rich opportunities for nationals in those countries. In this regard we are supporting the government's national employment goals as well as ensuring that our business is supported by a stable local employee base.

Diversity

Given the footprint in which Etisalat operates, and the free movement of talent across borders, the Etisalat group sees the diversity of its teams as a key asset. The Etisalat Group has long been convinced that through encouraging diversity and equal opportunities, the company is more creative and innovative. This results in more satisfied customers, better corporate performance, and an environment that attracts the best talent.

In continuation of Etisalat's commitment to provide support and facilitation for female employees some of our operations (Etisalat Afghanistan for instance), have opened nurseries for young infants. These are run by professional women who provide overall child care from 8 am to 4 pm. This is an on-going initiative to support employees and care for their families.

Etisalat also supports those with special needs or who experience other difficulties entering the labour market and have a wealth of opportunities in different areas of its business.



The Etisalat Group's Senior Vice President of Corporate Communications engaging with the global CSR community at the World Forum in Lille



Etisalat Afghanistan is developing senior talent from citizens of the country to support future success



Etisalat is using the latest technologies and social media to help recruit the best talent from around the world



One of Etisalat's Customer Care Centres

Evaluating and Rewarding Success

Etisalat Group employees are reviewed annually based on objectives that are agreed at the beginning of the year with their line management. Here they can discuss their career ambitions and take stock of their collective goals.

The employee performance appraisal is based on qualitative indicators as well as quantitative indicators, and helps to measure the employee's contributions to group performance.

As a result of this evaluation, the Etisalat Group rewards its high performing employees through an annual bonus.

Employee representation and union relations

In many of the markets in which Etisalat operates, trade unions are not legal. However, in those where unions do exist, like Pakistan and Atlantic Telecom's markets, and even in those where they do not, the Etisalat Group extends great efforts to ensure that a constructive dialogue ensures between all stakeholders.

Customer Experience

The Etisalat Group is making great efforts to improve the customer experience and increase the attachment to its brand. This is a core objective that has been undertaken to ensure that Etisalat remains the leader and operator of choice. Etisalat aims to ensure that its valued customers feel respected, appreciated and safe.

Measuring customer satisfaction is a key metric at Etisalat Group that has a strong bearing on the company's long-term success. The results of the studies serve to bring about improvements in services and products and also have an influence on determining the performance-related component of employee remuneration.

Dialogue with customers:

- Provides important feedback on services
- Shows where improvements are required
- Provides the opportunity to identify and eliminate the causes
- Helps to reduce the number of complaints

In order to encourage dialogue, Etisalat wants its customers to be able to contact its care teams quickly and easily via different communication channels. Online inquiries are playing an increasingly important role.

Etisalat's operators are increasingly making use of social networks so customers can get advice quickly, at no charge and with no red tape using tools such as Twitter and Facebook.



Community

International Commitments

The Etisalat Group guides its operators providing best practice and advice in order to help focus social investments and corporate philanthropy in community activities.

The intent is to ensure that Etisalat maximises the impact it is able to exert and has a strong and positive contribution to the communities in which it operates. As a result its philanthropic donations and activities Etisalat will be increasingly focused on two main areas; Health and Education.

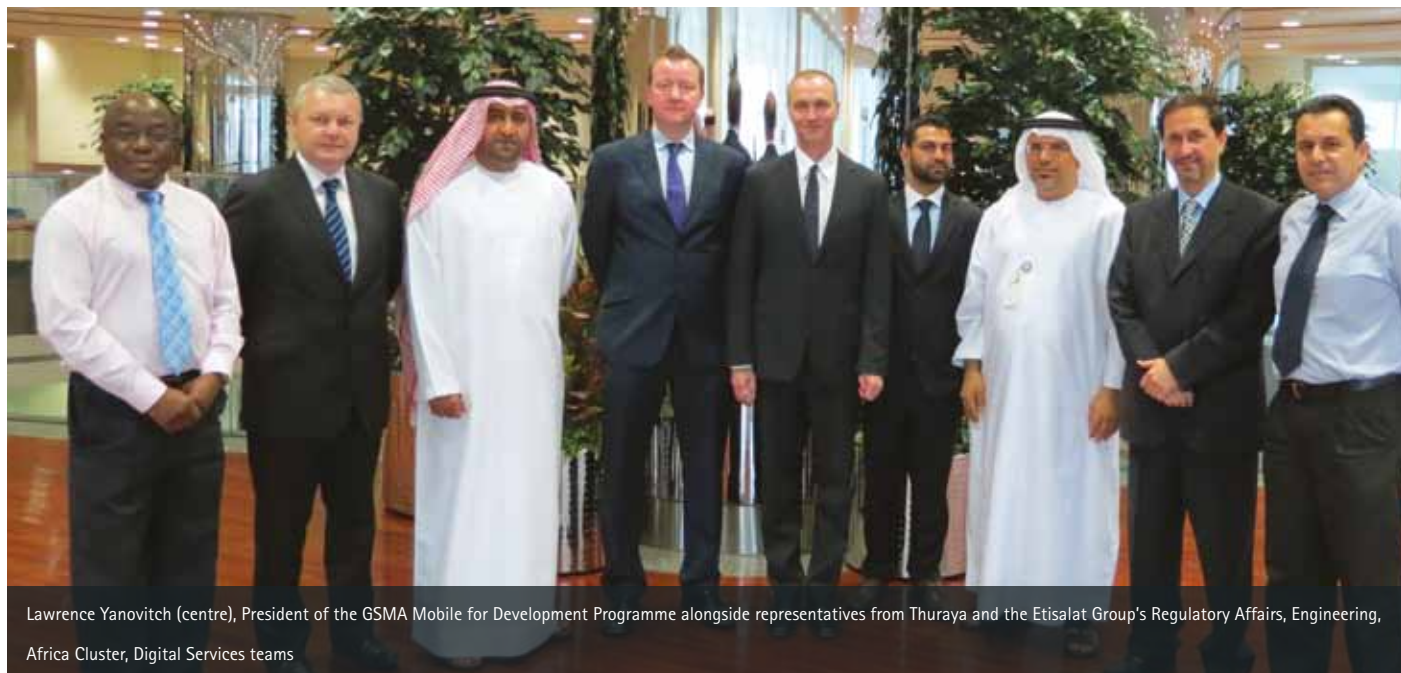
GSMA Mobile for Development Programme

Social Responsibility is a commitment felt from the company's most senior management.

The Etisalat Group CEO is a champion representing all operations on the GSM Associations' Board for the Mobile for Development programme.

This international committee is helping coordinate efforts to help communities develop using the power of the mobile environment. Here Etisalat will leverage its technological capabilities to support communities in the following pillars:

1. Green Power for Mobile
2. Mobile Health (mHealth)
3. Supporting women in resource poor countries (mWomen)
4. Mobile Money for the unbanked
5. Support of agriculture and rural communities (MAGRI)
6. Education (mLearning)
7. Disaster Response





Isabelle Hajri, Vice President of Commercial-Africa pictured far left, participating in the GSMA mWomen Working Group

Ministry for International Cooperation and Development (formerly the Office of Foreign Aid Coordination)

The Etisalat Group also recognises its role as a national champion for the UAE, and that as a quasi-government organisation its philanthropic activities may support the reputation of the nation.

It is therefore coordinating its activities with the Ministry for International Cooperation and Development and is reporting its activities in the following areas:

1. Education
2. Health
3. Humanitarian Aid & Charity
4. Civil Society

The following is a selection of the most important programmes undertaken in our different businesses:

Education

Education plays an important role in the economic and social development of a country. Etisalat supports educational institutions in various ways.

Etisalat UAE

Working closely with the Ministries of Education and Higher Education in the UAE, Etisalat is supporting the country's youth.

1. Ayaadi Electronic Library

An online portal that provides access to resources such as books, journals and academic research papers. The library also organises competitions and other activities to encourage students.



Top performing UAE students are honoured



2. Irshad Ayaadi

Selected teachers are trained to guide students to learn and develop faster.

3. Ayaadi Empowerment for Students

A programme supporting top performing senior students at universities and colleges to usher them into the business world and to be successful professionals in the career they pursue.

4. Ayaadi Empowerment for Teachers

A programme which allows teachers to attend international training courses and scholarships in education with the aim of returning with the knowledge that can help their fellow teachers in the UAE.

Etisalat Lanka

1. One Laptop Per Child

This project was developed to enhance computer literacy among children in rural schools. Fifty five students at Kukulkatuwa Vidyalaya, Nochchiyagama, were the fortunate recipients of these free laptops. All students up to Grade 5 received laptops that have been updated with their current syllabus.

2. Etisalat Knowledge Centres

Etisalat is enabling students to access knowledge through the donation of fully equipped libraries and



An Etisalat Knowledge Centre in Sri Lanka

educational equipment including a large volume of books, TVs, DVD players and projectors.

Etisalat Lanka's aims to provide opportunities for students to 'access today's world through education'.

This initiative selected some of the most deserving and deprived schools to set up Etisalat's Knowledge Centres. Most of the reading materials available are relevant to the student's everyday academic lessons, thereby aiding them with the proper required knowledge to be well informed in these respective areas.

8 Etisalat Knowledge Centres were set up across the country in 2011 and 5 more were completed in 2012.

Etisalat Nigeria

1. Adopt-A-School Programme

The Adopt-a-School Initiative (ASI) is a Public Private Partnership between Lagos State Government and business organisations in the state. A.S.I is designed to improve the state of public schools in Lagos by urging corporate bodies to get involved under this programme, Etisalat has adopted three schools;

1. Akande Dahunsi Memorial High School, Osborne Road, Ikoyi, Lagos
2. Edward Blyden Primary School, Okesuna, Lagos Island
3. Rabiatsu Thompson Primary School, Surulere, Lagos

In these schools, Etisalat is contributing towards alleviating the infrastructural challenges faced in the Nigerian education sector.

Etisalat is also undertaking a total renovation of the schools' infrastructure including roofing, re-tiling of walls and floors, borehole reconstruction, upgrading and renovation of toilet facilities with state of the art plumbing systems, among others. The company also intends to build and stock a new comprehensive library at Akande Dahunsi as well as upgrade its science laboratory and music studio amongst others facilities.

The refurbishment of Rabiatsu Thompson Primary School is on-going. Etisalat has completed the construction of two brand new blocks of nine classrooms: a block of four classrooms and five other classrooms. A brand new

administrative block for teachers and other school staff has also been completed. These buildings have in-built state-of-the art convenience facilities for students and school staff.

At Edward Blyden, Etisalat had to demolish all the buildings in the school and rebuild them from scratch. 3 blocks of 11 classrooms are currently being built to provide the much needed decent environment that fosters good learning and knowledge acquisition.

These classrooms are complemented with a complete block of toilet facilities with nine rooms for the convenience of students and teachers.

Etisalat is also committed to continually providing support in areas such as leadership education, management and direct support for students and teachers' development.

For Etisalat, the essence of the programme is to provide total support towards producing highly enabled students.



CEO, Etisalat Nigeria, Steven Evans pose with recipients of the Merit awards scheme from Anambra State University.

2. Etisalat scholarship scheme

The Etisalat Scholarship Award is a scheme that offers university students the opportunity to secure a grant towards the completion of their studies in subjects such as Electrical Electronics Engineering, Computer Science and Management Studies. It is designed to empower the best students in two award categories:

The Etisalat Merit Award and The Etisalat Community Award.

The Etisalat Merit Award is given to the best students who excel academically, while the recipients of the Etisalat Community Award are the best students in their respective areas of study who are principally from identified host communities.

The Etisalat scholarship scheme commenced in 2009 and over 500 students in universities across the country have benefitted so far.

3. Teacher Training Programme

Etisalat has specially designed initiatives for the different regions in Nigeria. These initiatives focus on capacity building, teacher training, support for students training to become teachers of those with special needs as well as vocational training.

Teachers are at the heart of the education revolution; without them quality is impossible. In recognition of this, Etisalat is committed to training and re-training teachers of Nigerian secondary schools in various key subjects that are part of the secondary school curriculum.

This year Etisalat commenced this initiative with teacher training programmes on the English language in different geographic regions of Nigeria, including Kaduna, Oyo and Rivers.

The training content and delivery is being done by our respected partner for this programme: The British Council. This initiative will improve the teachers' method of delivery of English language to the students, and more importantly, positively address the gaps recently noticed in the performance of students of the English language in Nigeria.





Etisalat Nigeria's management team opening a new school in Lagos, Nigeria



Etisalat Nigeria's management team opening a new school in Lagos, Nigeria

Moov Ivory Coast

1. “The best in English”

Inter-schools competition

Pupils from different schools are encouraged to improve their ability in English. At the end of the test, the top ten performers are rewarded with books, mobile phones and other prizes.

2. TV programme “Quotient intellectuel”

This television programme profiles the brightest young students from the Ivory Coast's educational system sharing their daily schedules and studies so that they are used as models by Ivorian Youth.

This programme is broadcast every two weeks on national TV and encourages a culture of excellence in schools.

3. Televised contest the “Quotient intellectuel”

This televised competition finds gifted children to win scholarships in large universities in France and the USA.

4. National dictation competition

This original concept aims at testing and improving grammar and spelling for people of all ages.

The competition puts participants together for a day in a school environment and prizes are distributed to the winners.

5. Renovation of schools infrastructure

Moov is rehabilitating the sports facilities of eight major cities inside the Ivory Coast.

6. Youth Excellence Programme

Here Moov pays the tuition fees for gifted schoolchildren to offer them an opportunity to pursue their studies in prestigious African schools.

Etisalat Afghanistan

1. Building Computer Labs

In 2012 Etisalat launched a drive to construct computer labs in various schools and universities of Afghanistan.

Etisalat has provided desktop computers with Internet, chairs and tables. Computer labs have been completed in the following schools:

- Zarghona Girls High School, Kabul
- Amena-e-Fedawi Girls High School, Kabul

2. Distribution of Schools Bags,

Stationary Items and Gifts

Etisalat has distributed more than 10,000 gifts among schools in Kabul including school bags, shirts, caps, notebooks and other stationary item.

The following schools benefited:

- Mahmoud Hotaky High School, Kabul
- Amena-e-Fedawi Girls High School, Kabul
- Zarghona Kindergarten and Girls High School, Kabul
- Paghman Girls School, Paghman District, Kabul

3. National Internship Programme

Etisalat Afghanistan launched its National Internship Programme in January 2012. Under this programme, 30 interns were placed in various functions for a period of 3 months. The interns were selected based upon merit and selection criteria.

During their 3 months stay in the organisation, they were given the opportunity for a hands on learning experience and exposure to the corporate environment.

4. Education Assistance Programme

To further support its Afghan employees develop themselves, Etisalat Afghanistan launched the Education Assistance Programme in 2011.

For those employees who are studying while working, Etisalat Afghanistan provides flexi-hours for study, examinations study leave and also reimbursement of their fees, for those who attain a grade B+ / 85% or higher in their studies. To date there are 107 employees registered under the Education Assistance Programme.

PTCL - One-Year Paid Internship Programme

PTCL has opened its doors to the educated youth of the country through a special One-year Paid Internship Programme. More than 500 participated in the programme.

Ufone - Career Counselling Programme

Ufone Volunteers are actively taking part in "The Citizen's Foundation Career Counselling Programme." This is designed for students appearing for the Matriculation examinations. With the use of a pre-designed personality test and other self-appraisal exercises, counsellors helped discover and highlight the aptitude of the concerned young adults.

Through this process of derivation, the aim of the counsellor is to increase each individual's self-awareness and map future career opportunities for them.

This process will help enable the young adult to become focused and work towards realistic and achievable goals.

In continuation of Ufone's collaboration with TCF, the organisations organised workshops in Lahore and Karachi for Ufone volunteers to act as mentors for the students.

Health

Etisalat Egypt - Origin

"Origin" is a nation-wide project Etisalat devised to counter Egypt's water dilemma. The initiative is in partnership with "Care International" as well as renowned Egyptian non-governmental organisations like "Resala" the "Egyptian Society for integrated development" as well as a large number of community development agencies.

It is estimated to have directly aided hundreds of thousands of beneficiaries in 7 governorates in its first year.

The initiative has 5 main components:

- The first and main component is bringing safe drinking water to the homes, schools and medical units of deprived villages that have suffered from thirst and have little or no access to drinking water.
- The second component is water purification which entails supplying villages, rural areas and squatter settlements suffering from polluted or contaminated water with purification plants and systems to filter the current water supply and turn it into usable drinking water.



Etisalat Nigeria's management team opening a new school in Lagos, Nigeria

- The third component consists of irrigation water interventions, this area includes construction, re-digging and clearing kilometers of watercourses as well as insulating them with stonework amidst other irrigation water management activities.
- The fourth and last component targets kidney failure, a direct result of declined water quality; this includes providing hospitals with dialysis equipment water treatment facilities enabling them to provide the patients with free dialysis treatment.
- It is worth mentioning that Etisalat supports underprivileged families with an average monthly income less than EGP 90.
- The fifth component is Water conservation; Under the slogan "save water – save life", Etisalat introduced this fifth component as a call for action. Etisalat believes in engaging its customers and the society in its CSR cause. Saving water in homes and workplaces can greatly contribute to water provision. The capacity and reach of the water network will greatly improve if water is conserved. This component is of increasing importance given Egypt's rapid population growth rate.



All the mentioned components are complimented with the necessary preliminary research to assess the villages in need and the suitable type of intervention.

Zantel - Mobile Baby

In Sub-Saharan Africa, 500,000 women die each year in pregnancy and the risk of maternal death is 50 times higher compared to developed countries. Studies also indicate that more than 3/4 of maternal deaths take place during or within the 24 hours of childbirth and that 4 million babies die during the first 28 days of life.

Most women, especially in low-income countries, continue to deliver at home for a variety of reasons including cost, preference, culture, and lack of information. Home deliveries could be made safer by reducing the "3 delays": (1) the decision to seek care; (2) arrival at a health facility; and (3) the provision of adequate care, which Etisalat is addressing through the usage of mobile phones.

Etisalat's Mobile Baby programme is a complete suite of services enabling birth attendants and midwives to ensure safer pregnancies/deliveries by enabling them to quickly and accurately identify, communicate and act on obstetric emergencies.

In doing so, Etisalat and its partners are helping the Tanzanian government contribute towards two of the Millennium Development Goal 5 (MDG5) which seeks to reduce maternal mortality in childbirth by 75% and deliver universal access to reproductive health by 2015.

The Etisalat mHealth pilot project was implemented with the support of the Bill and Melinda Gates foundation by D-tree International in Zanzibar in partnership with Great Connections Inc. and Qualcomm.

682 pregnant mothers were registered within the first months of the program of which 211 delivered during the implementation period. During the implementation period of the project, health facilities and hospitals in the project areas saw their in-facility delivery rates more than double on average. Additionally, there were no maternal deaths recorded among the registered mothers.

D-tree, in close collaboration with Etisalat Group and their local mobile service provider, Zantel, established mobile banking accounts for the traditional birth attendants working with the project.

After registering the TBAs with their mobile banking accounts, Zantel assisted with the project by opening pay points in the project areas and by providing training to the TBAs in use of their mobile banking service, Ezy Pesa.



Once a month, D-tree calculated costing estimates based on the TBAs total expected delivery estimates for the month. This was transferred to the D-tree Ezy Pesa account, and then using either a mobile phone or the Internet, the money would be transferred to the TBAs mobile banking accounts.

As referrals and post-partum visits were made, the TBAs would withdraw funds from the pay points and pay either themselves and/or the drivers. Timely transfers of the money lead to smooth transactions and fast turnaround of payments.

In February 2012, the team that introduced Mobile Baby were recognized with two awards from the GSMA at its annual Global Mobile Award ceremony (www.globalmobileawards.com). They were for: best mHealth initiative and best mobile service for women in emerging markets.



Etisalat Nigeria - Fight Malaria

Etisalat has launched the Fight Malaria Initiative in Nigeria.

This initiative takes a three-pronged approach:

Firstly, long-lasting insecticide treated nets have been distributed in secondary schools with boarding facilities. Etisalat has also established Student Leaders

Against Malaria (SLAM) clubs in schools that are aimed at building the students leadership skills and also equipping them to lead the fight against malaria.

The third and final prong is an educative and engaging radio drama series – 'The Will to Win'. The series is geared towards enlightening the public on preventing and combating the menace that is malaria.

Ufone (Pakistan)

1. Thalassemia Centre - Vehari

Ufone contributed to the construction of a Thalassemia Centre at the District Headquarters Hospital in Vehari in 2012. The Thalassemia centre was recently opened for the general public.

Ufone is providing medical supplies & equipment required for treating the Thalassemia patients in the new facility.

Vehari is one of the five poorest districts of Punjab with a population density of 2.4 million. The district has an estimated 10,000 people afflicted with Thalassemia and there was an urgent need for a treatment wing.

Ufone's goal is to achieve a strengthened health sector and responsive governance to ensure that the citizens of the country are provided with basic healthcare.

2. Expansion of The Kidney Centre

Ufone also supported The Kidney Centre in Karachi. The donation will facilitate the expansion of the Kidney Centre and will engage more than 500 patients and 83884 dialysis sessions per year.



PTCL (Pakistan)

Free Wi-Fi Zones in Public & Private Hospitals

PTCL has recently partnered with PharmEvo to develop "Wifi Zones" in public and private hospitals to provide uninterrupted Internet facility to healthcare professionals. Through this unique initiative, doctors and health professionals can access telemedicine and health screening and assessment information online.

PTCL commemorated World Heart Day 2012, by

organising an awareness campaign for its employees on 'Prevention of Heart Disease among Women & Children'. Seminars and Blood Pressure awareness drive at PTCL HQ's and medical centres across the country were the key features of this campaign.

Similar awareness seminars on 'Breast Cancer and its early diagnosis' and Prevention of Diabetes' were also held to create awareness among employees about Diabetes prevention.



Moov Niger

1. Fight Malaria

Following the events caused by flooding and its consecutive damage both human and material within Niger, Moov contributed to the national programme in charge of the struggle against malaria.

Moov Niger provided mosquito nets infused with long lasting insecticide to the cause.

2. Logistical Support

During the warm seasons in Niger, heat represents a source of many medical disorders. Moov Niger provided air conditioner units for the maternity patients.

Moov Ivory Coast

Moov Provides assistance to the following non- governmental organisations:

- **Children of Africa:** fights against child labour and work for women emancipation through a fund that helps women of the Ivory Coast (FAFCI). It also builds hospitals for mother and child and fights the transmission of AIDS from mothers to children.
- **The Rotary Club:** helps hospitals get back to shape through its renovation programme.
- **The Lion's Club:** assists people in need by giving them free medication.
- **Afrique-Charité-Fraternité:** helps people in need by paying for their hospitalisation fees.
- **The Chianello Association** helps the youth in need or living a difficult life through the building of reinsertion centres.

Etisalat Lanka

Members of Lanka Business Coalition on HIV and AIDS (LBCH)

Etisalat is a member of the above group taking the lead to mitigate the ever growing risk of the spread of the spread of HIV in Sri Lanka. As per the latest estimates by the stakeholders, the rate of infection has reached almost one case a day, which is a cause for alarm.

Etisalat joined hands in the mega awareness campaign covering the workforce through the membership with a novel concept – Pillow passing titled “pass on awareness not HIV& AIDS”. Etisalat has carried out awareness sessions for 50% of its employees. This is an on-going process that aims to reach 100% of its employees in 2013.



HIV Awareness Activities in Sri Lanka

Humanitarian Aid & Charity

Etisalat Lanka - Flood Relief

Etisalat Lanka has reached out to provide assistance to flood victims, through disaster management centres. The campaign selected four badly affected districts, namely Anuradhapura, Pollonnaruwa, Badulla and Akkaraipaththu, donating aid and dry rations to help them overcome the devastation caused by the floods.

A total of 2000 parcels containing essentials such as sugar, tea, milk powder, dhal, rice, salmon, toothpaste and tooth brushes were distributed to 2000 families in the districts, giving them a chance to eat healthy and strive for a better life.

Etisalat informed and involved customers in this noble cause, who contributed a total of Rs. 361,220.00 (US\$2,800) through confirmed contribution via SMS. Etisalat added a further Rs. 1,638,780.00 (US\$14,000) enabling the success of the project.

Teams from Etisalat together with district disaster management coordinators personally visited the homes of the families and delivered the parcels. All the families in all four districts warmly received them.

Ufone

1. The Citizens Foundation's Career Counselling Programme

Since inception Ufone has had a major focus on child health care and education. Taking a step forward to promote education amongst the underprivileged, Ufone Volunteers are actively taking part in The Citizens Foundation's (TCF) mentorship and Career Counselling Programme.

To promote education for the underprivileged, Ufone volunteers are assisting The Citizens Foundation's (TCFs) Rahbar mentorship programme in Karachi, Lahore and Islamabad.

TCF Rahbar programme is a Mentorship Programme that spans over six weeks and is aimed at the development of youth as responsible individuals and as productive members of society. Ufone volunteers have committed to make a difference in the lives of the young people of Pakistan by sharing with them their wisdom and knowledge.

TCF's Career Counselling Programme is designed for TCF students who were appearing for the Matriculation examinations this year. With the use of a pre-designed personality test and other self-appraisal exercises, counsellors helped discover and highlight the aptitude of the concerned young adult. Through this process



The Etisalat Group was presented an award for its outstanding social contribution at the World Communications Awards in 2012. Ahmed bin Ali, Senior Vice President of Corporate Communications for the Etisalat Group collected the award at a ceremony in London

of derivation, the aim of the counsellor is to increase each individual's self-awareness and map future career opportunities for him or her. This process will help enable the young adult to become focused and work towards realistic and achievable goals.

In continuation of Ufone's collaboration with TCF, TCF organised workshops in Lahore and Karachi for Ufone volunteers to prepare the volunteers to act as mentors and instil in them the knowledge and expertise to carry out counselling activities as per the objective of the programme and continue to do so in the future.

2. Flood Relief Activity

The floods in Pakistan affected the lives of 4,474,341 people and destroyed a total of 275,000 homes, leaving most people without the basic necessities of life like food, clothing and clean water.

Ufone organised a Flood Relief Activity in the areas of Dera Ghazi Khan and Rajanpur which were deeply affected by the floods.

500 tents and hygiene kits to cater to 1500 families were distributed equally in both districts. Mobile PCOs were set up in both areas to facilitate flood victims. Ufone along with its long-standing partner carried out flood awareness campaigns to help spread basic pre and post flood information in 7 districts across Punjab and Sindh.

Communication materials in forms of booklets and posters were distributed to help spread message about health and hygiene, child protection and evacuation to safe places. Connections with key stakeholders like district government functionaries, humanitarian organisations and local philanthropists were facilitated.

3. Pre Floods awareness drive

In wake of the possible floods Ufone decided to come up with an early flood warning service which is a part of a comprehensive flood awareness campaign that was launched in collaboration with Plan International Pakistan.

Ufone is also supporting Plan's on-going early warning systems by disseminating information to communities at risk and responsible organisations including local governments. These awareness drives will be compatible with preparedness initiatives once the response is officially triggered in the backdrop of heavy rains.

The campaign contains messages on health and hygiene, child protection, evacuations to safe places and linkages with key stakeholders like district government functionaries, humanitarian organisations, local philanthropists' etc.

Moov Niger

1. Water supply for suburban areas

To overcome water scarcity in the city of Zinder (which is the third town in the country), the local authorities created a programme for supplying water to the suburbs by tanker truck.

Moov Niger supported this programme through a financial grant to the local authorities. This action helped the Governorate in the maintenance and the fuelling of the trucks used. Secondly, by this programme the local authorities were able to prevent several diseases due to improved quality of the drinking water.

2. Food Aid

Moov Niger has supported the Orphanage "The Good Samaritan" in Niamey. This is a foster home for troubled and abandoned children that shelters around 100 children ages 1-17 years.

Moov Niger responded by supporting them with a stock of food items.





Civil Society

Etisalat Lanka

1. Sondurudiriya - Empowering women to live better

A project launched to recycle Marketing waste. The objective was not only to recycle marketing waste but also to provide an opportunity to uplift the lives of rural housewives.

Etisalat's marketing materials provide the opportunity for rural housewives to produce handy, environmentally-friendly grocery bags.

These bags are produced by the rural village housewives, in turn giving them a source of income to uplift their quality of living. The bags are sold at a nominal price and part of the income is reimbursed to the housewives.

Currently eight women are engaged in this programme.

2. Android Village Hubs

Etisalat partnered with "Sarvodaya-Fusion", a social enterprise with a mission of "e-empowerment" among rural communities. The project focused on educating rural Sri Lankan families on using android devices and the benefits of internet.

Etisalat partnered with this strategic CSR

initiative to increase the internet penetration in the country which currently stands at 15%. During the first phase of the project two rural villages were chosen and ten android tabs were distributed among 48 families. The tablets were equipped with many useful Apps as well as rich content on local language which was targeted towards both parents and the youth.

3. Go Green Project

Etisalat works with Colombo Municipality to plant and maintain trees from Bamba to Kollpity.

78 trees were planted as part of beautifying Colombo and Etisalat has undertaken the maintenance of these trees as part of its environmental programme.



Etisalat Afghanistan

1. Reconstruction of Mosques

Etisalat has renovated mosques to provide comfortable praying facilities for local communities and facilitates the noble teachings of Islam.

Four mosques were rebuilt in 2012.

2. Annual Holy Quran Awards

Etisalat Afghanistan has been organising the "Annual Quran Recitation Competition" for the last 5 years in partnership with Ministry of Hajj and Awqaf, Ministry of Media and Information and the Government of Afghanistan. The winner of the Award will represent Afghanistan in the annual Holy Quran Awards held during Ramadan in the UAE.

3. Food Distribution & Ifftar/ Saem Dinner

Every year during the holy month of Ramadan, Etisalat distributes thousands of food and ration bags to the poor and needy people across Afghanistan. During the financial years of 2011-2012, more than 60,000 bags have been distributed and around 30,000 people have participated and benefited from Etisalat organised Ifftar/Saem dinners.

4. Hajj Events

Over the years, Etisalat has been providing basic necessities to Hajj pilgrims to make their travel comfortable. The gift package includes travel bags,



belts, dates, umbrellas, Hajj guidance books and a free SIM card to enable them to keep in touch with their families back home. During the fiscal years of 2011-2012 these bags have been distributed to more than 20,000 hajjes.

5. Women's Garden

As part of our activity, Etisalat Afghanistan strives to empower women by sponsoring an exclusive women-only garden, where women can meet and share ideas for growth.

6. Women's Volleyball Team

Etisalat Afghanistan is the proud sponsor of the "Afghanistan National Women Volleyball team" empowering them to participate in International tournaments.

7. Afghanistan Cricket Board (ACB)

Etisalat Afghanistan has been committed to the development of cricket at the grass root levels since the inception of the Afghanistan Cricket Board in 2009. Etisalat is the official sponsor of the Afghanistan Cricket Board (ACB) and the National Cricket Team.

Cricket in Afghanistan is considered the most popular sport. Today, the Afghanistan National Cricket team has been ranked among the top ten cricket playing nations across the globe. The National Cricket Team is the reigning champion of ICC InterContinental Trophy and has also gained the ICC One Day International Status (ODI) till 2013.



8. Afghanistan National Volleyball

Federation Sponsorship

Etisalat Afghanistan is also the official sponsor of the "National Volleyball Federation". Empowering the youth with sports is a platform to express their individuality in a country that is in a current state of flux; this is also a detractor from engaging in anti-social activities.

9. Traditional Buzkashi ('goat grabbing')

Etisalat Afghanistan is also the official sponsors of the National Game of "Buzkashi". The tournament is organised on the auspicious occasion of "Nauwroze"- New Year Celebrations every year in the city of Mazar. The people of Afghanistan are proud of their national heritage and this game creates an emotional connection with Etisalat brand.



Etisalat is the proud sponsor of the Afghanistan Cricket Board and National Team

Ufone

1. Pakistan tum he to Ho

Ufone recently unveiled an exclusive web portal – 'Pakistan Tum He To Ho'. It's a unique and vibrant campaign which promotes Pakistan's rich culture and heritage.

The web portal has a multitude of offerings which accentuates the great historical significance of Pakistani festivals, music, art, tourism, food and ancient civilisations etc.

The website provides an opportunity for the people residing in Pakistan and abroad to come together on one platform and obtain knowledge about the country and appreciate the available content on the site which reflects the positivity and the nationalistic spirit.

Through this portal Ufone hopes to instil the maximum

amount of information and knowledge regarding Pakistan amongst the masses, especially the youth. REMOVE: Ufone has launched an exclusive Web Portal – 'Pakistan Tum He To Ho'.

Keeping in view Ufone's vision to engage the youth in activities which promote the image of Pakistan, Ufone in collaboration with AIESEC is conducting project 'Pakistan Tum he to Ho' which is aimed to highlight the positive side of Pakistan in the international arena. AIESEC, the world's largest student-run organisation, is an international platform for young people to explore and develop their leadership potential to have a positive impact on society. With the further weakening & dampened perception of Pakistan, the Pakistani youth feels the pressures associated with belonging to a country associated with negative stereotypes. Project 'Pakistan Tum He to Ho' aims to fight such stereotypical thinking.



AIESEC representatives from foreign countries were invited to Pakistan to conduct Ufone's project 'Pakistan Tum He To Ho' and travelled the country and wrote blogs on their experiences which were published in the media.

As part of the project they conducted a cultural diversity workshop for Ufone employees. It was a highly interactive session where the international interns discussed their perception of Pakistan before visiting and how their thought process had changed after spending a couple of months there.

They also pointed out similarities and differences between cultures and encouraged exchange programmes which gave students an opportunity to visit different countries and learn about their culture and norms. This workshop was also an eye opener for Ufone employees as there were quite a few things which they realised that they take for granted but are very intriguing to a visitor from another country. The interns also had a one on one session with Akbar Khan, chief Marketing Officer at Ufone and got some insight on the workings of Ufone as a competitive telecom company in a highly challenging market. All groundwork done by these interns was shared with AIESEC members across the globe which ensured that Pakistan's soft image is portrayed all around.

2. Green Expedition

Ufone is helping to promote various green initiatives that contribute to making the planet more environmentally sustainable. Focusing mainly on educational institutes and hospitals, Ufone has conducted various plantation activities to promote the importance of a healthy green environment. Most recently Ufone engaged the members of the Ufone Volunteer group to take part in plantation activities at Polyclinic Islamabad, Islamabad Model School for Girls, SOS children's village Lahore and SOS children's village Islamabad. The volunteers on various occasions also distributed goodie bags amongst the children to reaffirm Ufone's commitment to making the people of Pakistan smile.

3. SOS Children's Carnival

Advocating their commitment of spreading smiles and bringing joy to the children across Pakistan, Ufone held a fun carnival for the children of SOS.

SOS Pakistan recently built a new establishment in Islamabad boasting a spectacular facility. This carnival comes in the wake of a successful plantation activity at the SOS villages of Lahore and Islamabad.

For entertaining the kids, jumping castles along with carnival rides were set up and were enjoyed by everyone. The children were fascinated by the cotton candy treats and the mischievous clown who danced and did tricks for them. A refreshments corner was arranged with an unlimited supply of drinks and food for the children to snack on in between all the fun they were having.

Additionally a dance competition and musical chairs was also organised and gifts were distributed amongst the winners.

Ufone also hosted Iftar and Eid celebrations at SOS children's villages in Islamabad and Quetta to help make the under-privileged children part of the celebrations associated with Ramadan and Eid ul Fitar. These activities are a part of a wide range CSR activities carried out by Ufone for the under privileged segments of society.

The whole ambience carried a festive look as children enjoyed the special arrangements for them. The colourful gala also provided them with surprise gift bags containing items which would be of use to the children through out the year.



PTCL

1. Sports Day at Kainat Public School

PTCL sponsored the sports day at Kainat Public School, Islamabad to spread awareness about the importance of extracurricular and sporting activities amongst the youth.

2. Donation to 'Pakistan Sweet Homes'

PTCL has extended an assistance of Rs 2.3 million to Pakistan Bait-ul-Maal's nationwide 'Pakistan Sweet Homes' project that provides quality housing and education to nearly 3000 orphaned children across Pakistan.

Moov Ivory Coast

Violence against Women

Moov launched a public awareness campaign to alert consumers to the dangers of violence against women.

This included posters and television advertisements.



Zantel Staff with children from Al-Hussein Orphanage centre after Eid celebrations at Zantel Offices

Dubai Cares



Etisalat has been proud to support Dubai Cares since its launch in September 2007. To date, Etisalat has directly helped the organisation raise donations through its SMS service which contributed to providing children in developing countries access to quality primary education.

The donations and support of Etisalat and its customers, alongside many other organisations and individuals in the UAE, have helped Dubai Cares reach 7 million children in 28 countries. A few selected case studies are included below highlighting the projects that have been accomplished by Dubai Cares.

Niger

1. Basic Education

This programme focused on the improvement of education opportunities for children, especially girls, in the most remote and marginalised communities in 12 high-impact communes.

As part of this programme, Dubai Cares strengthened government and NGOs' technical capacities and boosted community-led change of schooling practices vis-à-vis girls and political practices that affect the status of women. Dubai Cares also provided children access to appropriately equipped schools and school supplies, a healthier school environment and quality education encompassing essential life skills. These schools are managed in partnership with communities and families.

This programme has been completed and to date over 150,000 people have benefited.





2. Primary Education Programme in Tillabery Region

This placed great emphasis on girls' education and its benefits to society. As a result of the efforts to improve access and retention rates, the percentage of girls in the 16 schools impacted increased to 50%.

School feeding was also a significant component of the programme, and has helped over 10,000 kids.

Pakistan

1. Enhancing Girls Enrolment in Remote Areas

This programme improved access to quality primary education for girls by supporting schools and communities in five selected districts of South Punjab and Sindh Provinces.

This programme is being implemented in partnership with local organisations that have previously demonstrated a strong track record in gender equality and girls' education.

Almost 40,000 people have benefited since the start of the programme.

2. Emergency Flood Response

This is a programme which remains in effect and started in the wake of the floods that devastated Pakistan in July 2010.

As part of this programme, Dubai Cares is: 1) reaching 70,000 children in four districts of South Punjab/ Upper Sindh; 2) targeting 3,000 children in affected Districts of Punjab and Sindh (minimum 20 schools) with essential basic school and educational materials to enable quality learning; and 3) building 15 centres for 3,000 children (ages 6 months to 6 years) providing support for health, hygiene, life skills, early childhood development, recreation and nutrition training for mothers and caregivers.

Almost 100,000 people have benefited to date.

Sri Lanka

Million Book Challenge

Dubai Cares is supporting the establishment of 10 libraries and the publishing of 3 local language titles/ books of which 18,000 copies have been printed and distributed.

Around 30,000 children have benefited to date from this on-going initiative.

South Sudan

1. Increasing access to quality basic education for children in South Sudan:

Dubai Cares used school bags as an incentive to increase enrolment of girls and boys and to protect school materials in the absence of school facilities; This programme is part of the 'Go to School' Initiative which is part of the roadmap of the Government of South Sudan that aims to achieve the goals of Education for All and the United Nations Millennium Development Goals.

The procurement of 4,930 student kits, including pencils, pens and rulers enabled the 'Go to School' initiative to reach almost 400,000 children.

2. Establishing Access to Basic Education

Dubai Cares is building and equipping two schools in Juba county, Central Equatoria State and strengthening the organisational capacity of the government and communities. Each school includes 8 classrooms, separate water sanitation facilities for boys and girls and perimeter security fencing.

As part of the programme, Dubai Cares is also: 1) training teachers, establishing co-curricular student led programmes in sports, life skills, health children's rights and nutrition in order to engage students, their parents and surrounding communities and 2) establishing training and mentoring Parent Teacher Associations and school Management Committees, community training and awareness raising campaigns on the importance of education, particularly for girls and marginalised groups of children.

Sudan

1. Scaling up Safe, Health, Inclusive, Effective Teaching and Learning in Development (SHIELD) Schools

This programme will support access to top quality basic education and help to reduce the barriers that prevent girls from completing school.

To address the problems of poor access, quality and protection, Dubai Cares is working with target schools' administration and communities to develop community participation in support of education, increase access to schools and improve the quality of teaching and learning as well as improve the protection within target schools. The programme will create 106 non-formal basic schools, 24 Early Childhood Development (ECD) centres, and 12 Accelerated Learning Programme (ALP) centres in Save the Children impact areas. A total of 46,000 children will benefit from improved access to quality education.

2. Increasing Access to Quality Basic Education For Children:

Dubai Cares targeted semi-nomadic communities where low cost flexible child-friendly learning spaces were built. Teachers were trained on gender-sensitive learner-centred methods and school heads and Parent Teacher Committee members were provided training on child-friendly school management. Among hard to reach nomadic areas, the programme employed alternative virtual learning opportunities in a complementary way by developing training models and supportive teaching materials for short-intensive training of teachers on gender-sensitive learner-centred methods of teaching mathematics, science and life skills.

UAE - Million Book Challenge

Over 400 sets of My Arabic Library (which represents a total of more than 75,000 books) were donated to over 25,000 children in camp schools in the Northern Emirates.

'My Arabic Library' sets, produced and developed by Scholastic, combine Arabic-language classroom/school library book sets with customised teacher training on the use of supplementary reading materials.

Public Policy Participation

As a globally active company with a strong presence in the Middle East, Africa and Asia, Etisalat has been engaged in dialogue with national authorities for many years. As a stakeholder group, the public authorities expect Etisalat to act decisively in the way it recognises its responsibility towards the public at large and young people in particular.

Politicians and government authorities influence the development and availability of the network infrastructure, technologies and services that are required for future ICT solutions such as cloud computing. A key issue in our dealings with this stakeholder group concerns expansion of the mobile network. Not only does this directly impact the competitiveness of telecommunications companies, it also impacts business in general, which relies on having a fast network infrastructure as well as state-of-the-art telecommunications services. We also engage with regulators on general industry issues and sustainability-related issues such as privacy and climate change.

This is the reason the Etisalat Group, in coordination with and on behalf of its operator's management teams, engages with regulators and governments on these and other issues directly relevant to the company and industry, as well as issues of broad public interest.

To this end, Etisalat has recruited world-class Public Advocacy professionals to represent the interests of all Etisalat Group businesses in the public policy arena.

These come from diverse political, geographic and socio-economic backgrounds and work together to create value for Etisalat Group businesses, serving as the «faces» of Etisalat Group with government officials.

The Etisalat Group's Public Advocacy team focuses the company's outreach with an eye on the long-term interests of Etisalat Group stockholders and employees, rather than the short-term interests of a specific business line. It is the role of the Public Advocacy team to not only respond to legislative agendas, but to proactively promote the interests of Etisalat Group businesses and forecast policy trends that can impact Etisalat Group businesses in the long run.

We also work with key industry trade associations on public policy issues. The Etisalat Group is represented on the Board of the GSM Association and is a member of the World Economic Forum, and the International Telecommunication Union.

Etisalat and its local operators are also commonly members of the national telecommunications industry associations in the countries where we operate if these associations exist.

We aim to be direct and transparent about our views, and base our opinions on evidence. All engagement with governments and regulators is subject to our Code of Conduct. Specifically, all employees are prohibited from offering favours or anything of monetary

value, including gifts or loans, to employees and representatives of governmental entities, except as allowed by law under generally narrow circumstances, as in providing meals or entertainment of limited value to government representatives.

It is the Etisalat Group's policy to be politically neutral and does not make political donations or support a particular party or any political interests.

A Digital ICT Policy for the Middle East, Africa and Asia

In 2012, the Etisalat Group formulated and advocated the benefits of a coordinated ICT push by the region's ruling bodies.

Etisalat's executive team is engaged with governments across the Middle East, Africa and Asia advising them on how to develop their telecommunications sector and the broader ICT industry in general.

In these meetings, Etisalat is painting a vision for the ICT industry in the region that would allow nations to achieve their full socioeconomic promise and potential providing jobs and sustainable wealth for their citizens.

Effectively implementing the vision depends on the availability of a first-class institutional framework that defines priorities in ICT governance, ICT in the economy, the ICT ecosystem, the telecommunications sector, exports, and enablers.

To create such an ecosystem, the ICT industry needs to define a coherent and integrated vision to drive digitisation, encourage innovation and entrepreneurship, and develop an export-focused ICT industry.

The industry also requires more effective allocation of responsibilities, and a distinct ability to coordinate efforts across the various facets of the industry.

Seizing the opportunities and overcoming challenges would not only give these countries the right to play in the national and international ICT ecosystem but also the right to win in a competitive landscape.

The Etisalat Group is continuing to raise awareness of the great benefits that these policies would deliver to the national economies and wider community.

Sustainable Broadband Investment for Emerging Markets

The Etisalat Group advocates future-minded regulation which encourages investment in broadband networks – both fixed-line and mobile. This can only be achieved through a mutual understanding and dialogue between all players in the sector, and by introducing more investment incentives and assurances for the industry.

It is evident that the growth in data traffic, fuelled predominantly by Internet companies and high-definition content, will require significant and costly upgrades in telecommunications infrastructure for operators to maintain the customer's experience.

To meet the reasonable expectations of our shareholders, as well as to maintain customer satisfaction, it is important to find a suitable and sustainable solution that is fair to all sides.

This can only be achieved through partnership based on the principles of the open market.

As a major investor in emerging markets, and having

deployed next generation mobile and fixed-line licenses in Africa, Asia and the Middle East, it is of key importance to the Etisalat Group that an appropriate framework is implemented that provides the necessary incentives to invest in network and service expansion.

This framework may include any of the following points as well as many others:

- Increasing certainty through effective policies on planning and legal security for investors before network expansion begins
- Adopting regulation that is suitable for the market or region and that enhances investment confidence long term
- A fair system managed by the market based on commercial principles for sharing risk between investors (operators) and competitors (disruptors, Internet companies) who require access to their infrastructure

Child Safety in a Perpetually Connected Society

Information and communications technologies contribute to the development of younger generations and are playing an increasingly central role in everyday work, study and leisure activities. In particular, they are key elements of modern educational curricula and of

the intellectual growth of young people and children.

With the explosion of digital users, types of access and applications, protecting children against the risks associated with the Internet is becoming one of the

biggest public priorities.

According to a study by the Family Online Safety Institute (FOSI), 40% of 8-17 year olds around the world visit a social networking site every day.

The Etisalat Group is endeavouring to promote and take part in innovative projects aimed at ensuring that children and young people extract maximum benefit from these technologies, while avoiding inappropriate use.

In pursuit of this goal, the Etisalat Group realises the value of collaborating with a wide range of bodies, civil organisations and other sector companies, and in 2012 was involved in numerous initiatives in addition to those which it has participated in for many years.

In our role as a digital coach we will continue to support parents to help their children enjoy the digital world safely.



Human Rights

The Etisalat Group as a 60% Government-owned organisation follows the high standards of the United Arab Emirates and therefore, Human Rights are widely applied throughout its operations.

As a signatory of the United Nations Global Compact Etisalat is also committed to using our influence to ensure compliance with generally accepted human rights articles within our value chain.

The Etisalat Group is therefore proud to follow a zero-tolerance policy with regards to abuses of human rights within its value chain. Etisalat Group reserves the right to

terminate business with a supplier with serious breaches of the Standards contained in this Policy and where the supplier consistently fails to take corrective action within an agreed timescale.

The telecommunications sector is becoming increasingly reliant on economies of scale, and for this reason Etisalat and other operators have partnered with other large telecommunications groups for joint acquisition policies.

Etisalat is delighted to have formed purchasing agreements with global leaders in the ICT industry who share our commitment to protecting Human Rights.

Etisalat Group Supply Chain Responsibility Policy

The Etisalat Group endeavours to create an environment that instils positive performance throughout the supply chain.

In all cases, Etisalat suppliers must comply with the same ethical standards as the Group does itself based on ten articles which may be audited periodically by the Group or its representatives:

1. The law is applied
2. Employment is freely chosen
3. Freedom of association and right to collective bargaining are respected, where legally permitted
4. Working conditions are safe and healthy
5. Child labour is eliminated
6. Living wages are paid
7. Working hours are not excessive
8. No discrimination is practiced
9. Regular employment is provided
10. No Harsh or inhumane treatment or harassment is allowed

Appendices

The following information is provided to ensure full compliance with GRI protocol.

EC 1_Direct economic value generated and distributed including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.

The following is the consolidated impact of the Etisalat Group and its operations:

	AED '000		
	2012	2011	2010
Revenue	32,946,300	32,241,873	31,929,488
Operating Costs	19,533,493	19,964,444	18,545,525
Employee comp	4,373,783	4,280,846	4,126,455
Retained earnings	3,563,697	2,786,813	2,773,622
Dividends(i)	4,743,684	4,743,684	4,492,125
Royalty	6,451,252	5,839,013	7,630,750

(i) Cash dividends paid

"The financial information above is presented for illustrative purposes only and provides only a partial understanding of the financial performance of the Etisalat Group. For a full understanding of the financial performance of the Etisalat Group, please refer to the Group's annual report and accounts for the financial year ended 31 December 2012."

LA1 Total workforce by region.

	2012	2011	2010
Middle East Cluster	10,055	11398	12361
Africa Cluster	3887	3637	3454
Asia Cluster	25246	30996	31616
Total Group	41829	48310	49659

Section 2 - Corporate Profile

- 2.1 The company is named the Emirates Telecommunications Corporation and operates under the Etisalat brand.
- 2.2 The Emirates Telecommunications Corporation operates under the Etisalat brand in the UAE (its home country) as well as in Egypt, Nigeria, Afghanistan and Sri Lanka.

It also owns a majority shareholding in Atlantic Telecom which operates under the Moov brand in six West African nations, Zantel in Tanzania and Canar in Sudan.

Etisalat has minority shareholding in Mobily, which is based in the Kingdom of Saudi Arabia and Pakistan Telecommunications Company Limited (PTCL).

2.3 Etisalat's Headquarters are in Abu Dhabi, UAE.

2.4 Etisalat operates in the following countries:

1. UAE
2. Saudi Arabia
3. Egypt
4. Afghanistan
5. Sri Lanka
6. Pakistan
7. Benin
8. Central African Republic
9. Gabon
10. Ivory Coast
11. Niger
12. Nigeria
13. Sudan
14. Tanzania
15. Togo

Etisalat provides fixed-line telecommunications services in:

- Sudan

Etisalat provides both wireless and fixed-line telecommunications services in:

- UAE
- Pakistan

Etisalat offers a full spectrum of telecommunications services including fixed-line voice and data, wireless communications and wholesale services to other operator groups.

2.5 The Etisalat Group is the supervisory body which is based in Abu Dhabi, UAE. It has operations in 15 countries, which are divided into clusters as follows:

UAE Cluster	Egypt Cluster	Saudi Arabia Cluster	Asia Cluster	Africa Cluster
Etisalat UAE	Etisalat Misr	Mobily	Etisalat Afghanistan	Atlantic Telecom (6 Countries)
			Etisalat Lanka	Canar
			PTCL / Ufone	Etisalat Nigeria
				Zantel

The Etisalat Group also owns several non-core business units which provide critical services both to the group and other organisations. These are managed under Etisalat Services Holding.

Etisalat Services Holding LLC

E-Marine
E-Facilities Management
E-Real Estate
Etisalat Academy

EDCH
Ebtikar
Etisalat Information Services
Tamdeed Projects

2.6 Etisalat provides telecommunications, connectivity and ICT services to all members of the community, including individuals, businesses, governments and other telecommunications companies, ISPs and ICT companies.

The Etisalat Group counts over 40,000 employees within its footprint of 15 countries.

It achieved net revenues of AED 32.9bn in 2012.

Its market capitalisation is approximately \$21bn.

Etisalat provides over 500 products, services and packages to all members of the community including individuals, businesses, governments and others.

2.7 In February 2012 the Supreme Court of India invalidated the telecommunications license of Etisalat's subsidiary, EDB. The company has since ceased providing services and is in the process of a just and equitable wind up.

In October 2012, Etisalat announced the sale of its partial stake in Excelcomindo, an operator in Indonesia.

2.8 Etisalat has a selective policy with regards to entering awards. The following have been awarded in 2012.

GSMA Global Mobile Awards

- Best Mobile Product or Service for Women in Emerging Markets
- Best Mobile Health Innovation

International Business Awards

- Executive of the Year, Telecommunications
- Most Innovative Company of the Year in the Middle East and Africa
- Best New Product or Service of the Year Health
- Corporate Social Responsibility Programme of the Year

World Communications Awards

- Social Contribution Awards

Arabia CSR Awards

- First Runner-Up in NGO-partnership

Section 3 - Report Parameters

- 3.1 This report considers Etisalat's performance between Jan 2012-Dec 2012.
- 3.2 This is Etisalat's first GRI-structured report.
- 3.3 This report will be published annually.
- 3.4 Please contact Group Communications on +97126182173 or abinali@etisalat.ae
- 3.5 This initial report covers the Etisalat Group as well as its telecommunications subsidiaries in Afghanistan, Benin, Central African Republic, Egypt, Gabon, Ivory Coast, Niger, Nigeria Pakistan, Sri Lanka, Sudan, Tanzania, Togo and the UAE.
- 3.6 Given this is the first report that the Etisalat Group is compiling, the data is collected in best effort and based on manual collection. It is therefore not feasible to audit. It is intended as a sincere description of our efforts, rather than as a true and accurate account of performance.
- 3.7 In 2012 we are reporting on the performance of the Etisalat Group and its fifteen retail operators only.
- 3.8 This is the first GRI-compliant report from the Etisalat Group. In the 2013 report, we expect to be able to provide fuller data based on more accurate collation methodologies.

It excludes Etisalat Services Holding companies.

Section 4 - Governance, Commitments and Engagement

- 4.1 Etisalat's approach to corporate governance aims to achieve superior and sustainable financial performance and long term prosperity while meeting stakeholder's expectations of sound corporate governance. As an entity with both government and public shareholding interests, the Board of Directors of Etisalat is particularly conscious of the need for transparency and the establishment of a tone within the corporation for ethical and compliant business.

Etisalat is committed to achieving a corporate governance framework that is appropriate to Etisalat's status as an internationally diverse group and one of the largest publically traded corporations in the United Arab Emirates.

Etisalat's corporate governance framework and associated practices for 2012 were reported to the Abu Dhabi Securities Exchange (ADX) in the form of a Corporate Governance Report, as required by MR518. A copy of the latest report can be found on our Web site (<http://www.etisalat.com/html/>)

corporate-governance.html). Given the complexity and size of Etisalat, the implementation of its Corporate Governance Framework is on-going and will be reported annually.

4.2 In July 2012, H.E. Eissa Al Suwaidi was appointed Chairman of the Emirates Telecommunications corporation. This is a non-executive position.

4.3 Etisalat's non-Executive Board of Directors are their Excellencies Eissa Mohamed Al Suwaidi (Chair), Sheikh Ahmed Mohamed Sultan Bin Suroor Al Dhaheri, Mohamed Hadi Ahmed Abdulla Al Hussaini, Abdulla Mohamed Saeed Ghobash Al

Marri, Abdelmonem Bin Eisa Bin Nasser Alserkal, Shoaib Mir Hashim Khoory, Khalaf Bin Ahmed Al Otaiba (Vice Chair), Abdulla Salem Al Dhaheri, Mubarak Rashed Al Mansouri, Mana Mohamed Saeed Al Mulla and Essa Abdulfattah Kazim.

4.4 Etisalat holds its annual general meeting in March every year.

