

# sustainability report

2021



ea



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# About this report

Welcome to e&'s fourth annual sustainability report, highlighting the company's activities and performance in the environmental, social and governance aspects of sustainability.

**Reporting Period**

This report covers the calendar year from 1 January 2021 to 31 December 2021 and focuses on activities in that period. Information from previous years is provided, where necessary.

**Reporting Guidelines**

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

**Report Boundary**

This report covers e&'s operations in the United Arab Emirates.

e& welcomes your feedback on this report and our performance. Feel free to email us at: [sustainability@eand.com](mailto:sustainability@eand.com)

**Cautionary Message**

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



## Group CEO Message

Placing our people, customers, shareholders, and the environment at the core of what we do defines how we do business.

Clear sustainability principles have always guided us throughout our journey of progress, diversification and growth. Even in light of the ever-evolving business landscape over the last few years, we stayed true to our sustainability commitments while navigating change with resilience, agility and determination.

As we evolve into a global technology conglomerate, we will do what it takes to continue delivering a superior customer experience and maximising value creation for our shareholders while remaining focused on our sustainability pillars.

### Digital Transformation and Innovation

As we build a brighter future for all, we continuously promote an inclusive digital culture that brings the communities where we operate closer together. Overcoming societal divides starts with our commitment to innovation, and we have showcased how we do this by introducing breakthrough technologies that enhance people's lives.

From being the first in the MENA region to launch the highly-resilient 5G network, to acting as a catalyst for digital change in our role as Expo 2020 Dubai's official Telecommunications and Digital Services Premier Partner, we have heralded a new era of the digital economy for our customers' benefit.

### Accountable Business Practices

Since the beginning, we have pledged to abide by the principles of transparency, accountability, responsibility, and equity for enhancing long-lasting stakeholder relationships. Our stringent frameworks for combatting corruption, bribery and fraud as well as proactively managing risk enable smooth operations within an integrated system of policies.

We will continue to operate our business following the highest standards of corporate ethics and enterprise risk management to protect our reputation and stay agile across our operations.

### Connecting Communities

We continue to support initiatives in the markets where we operate by improving educational capabilities, offering cultural development support, providing meals to vulnerable communities and looking after the health of our customer segments.

From working closely with community-based campaigns in the UAE to providing virtual education to children in Pakistan's rural areas, actively training the youth in Egypt, we are playing a vital role in enhancing technological development, educational opportunities and wellness in the communities.

### Environmental Management

We've always believed in ideating technological solutions that will digitally empower societies while realising our sustainability ambitions and supporting other companies to do the same. Supporting the UAE's Net-Zero by 2050



strategy, our sustainability pillars are aligned with the United Nation's Sustainable Development Goals (UNSDGs). Through our commitment to enabling a low-carbon society, we will ramp up our efforts in addressing pressing issues such as climate action, environmental conservation and preserving our planet for future generations.

### Our People

We firmly believe that work becomes more meaningful when we foster an inclusive and diverse workplace where our people can grow, thrive and live our values of Agility, Customer-centricity, Empowerment and Collaboration. By promoting a work culture where people from all backgrounds, industries and nationalities can work together towards a higher purpose, we

can effectively build a more sustainable world. I'd like to extend my gratitude to our stakeholders – including employees, customers and shareholders – for their continued trust and support as we embark on our exciting journey as e&. Together, we will seize growth opportunities, explore new horizons, and pursue strategic partnerships that will maintain our edge as the global technology conglomerate that makes a sustainable difference in people's lives.

### Hatem Dowidar

CEO of e&



## About e&

### Corporate Profile

e& is one of the world's leading technology and investment conglomerates. With consolidated net revenue at AED 53.3 billion and consolidated net profit of AED 9.3 billion for 2021, its high credit ratings reflect the company's strong balance sheet and proven long-term performance.

Headquartered in Abu Dhabi, e& was established over four decades ago in the UAE as the country's first telecommunications service provider. A blue-chip organisation, e& provides innovative solutions and services to millions of subscribers across the Middle East, Asia, and Africa.

**e& is ranked the strongest brand across all categories in Middle East and Africa by Brand Finance.**



**159 million subscribers**

Providing innovative solutions and services to 159 million subscribers.

**46 years of experience**

Started over four decades ago in the UAE as the country's first telco provider.



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### The ambitious strategy

As part of its strategy, e& will enhance customers' experiences across all segments by ideating, designing, and delivering a range of innovative and breakthrough technologies, driven by its track record of success. This strategy is aimed at accelerating growth through the creation of a resilient business model that is representing the Group's main business pillars.

#### Telecom UAE

Continue leadership position in core and enhance digital customer experience and operational agility

#### Telecom International

Accelerate international growth to enable e&'s expansion into new geographic markets

#### e& life

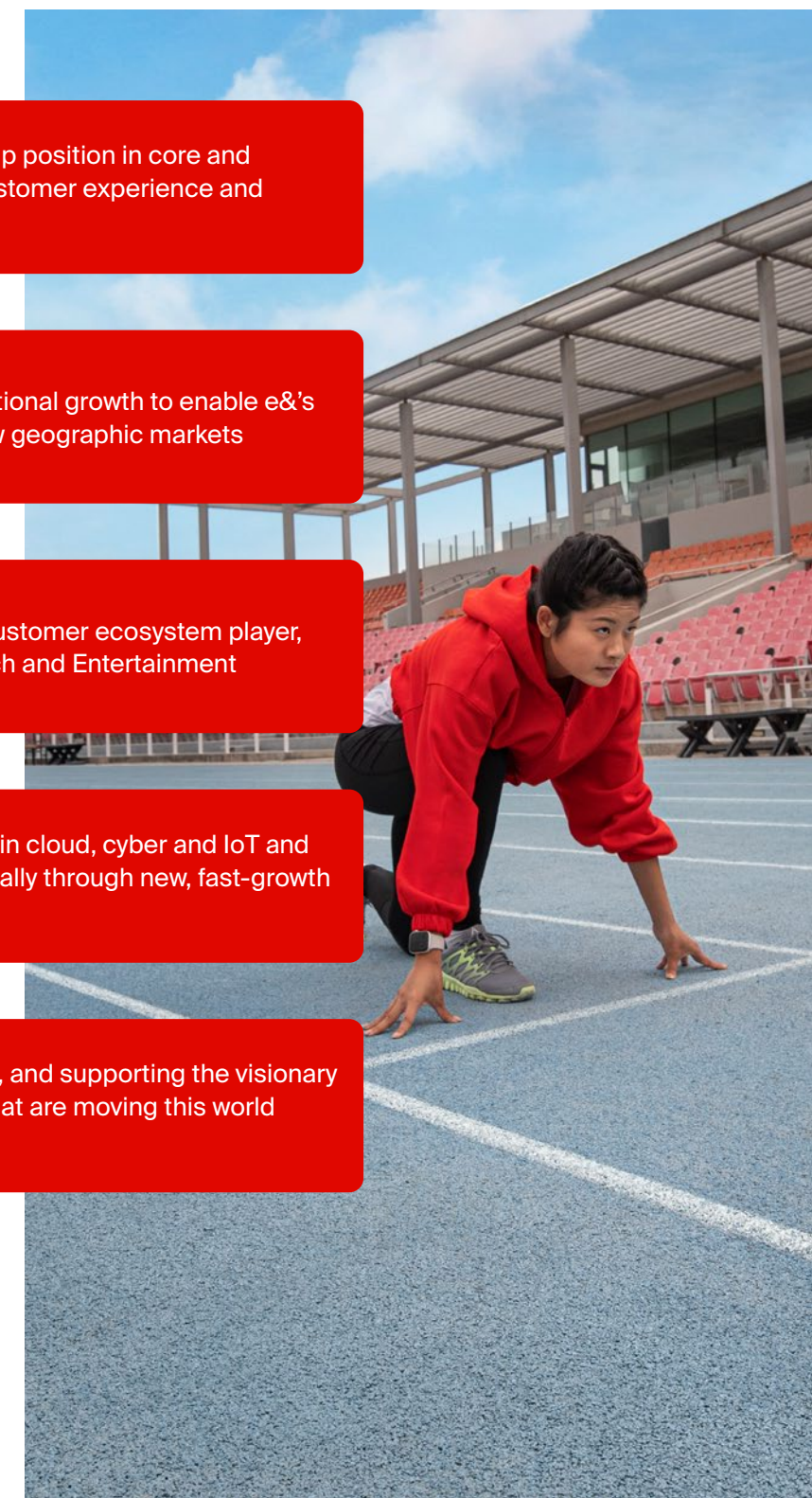
Create a leading customer ecosystem player, starting with Fintech and Entertainment

#### e& enterprise

Accelerate growth in cloud, cyber and IoT and expand internationally through new, fast-growth business model

#### e& capital

Acquiring, growing, and supporting the visionary tech businesses that are moving this world forward



## Awards and Recognition 2021

e& received many prestigious awards and recognitions during 2021 for our market leading technologies, products, service and commitment to our partners, customers, employees and communities.

### Ookla

- World's Fastest Mobile Network Operator (Second year in a row) (UAE)

### GCCM

#### (Global Carrier Community) Awards

- Best Regional Data Centre Operator

### Global Carrier Awards (GCA)

- Best Middle Eastern Wholesale Carrier

### GBO (Global Business Outlook) Awards

- Most Innovative Digital Transformation Company – Telecom – UAE
- Most Customer Centric Telecom Company – UAE

### Telecom Review Leader's Award

- Best Loyalty and Rewards Programme
- Best Middle Eastern Wholesale Operator
- Best Middle Eastern Operator
- Best 5G Infrastructure Deployment

### Informa Connect

- Best Innovative L&D Initiative
- Best Talent Management Strategy
- Best Crisis Communication Strategy

### GCC GOV HR Awards

- Innovation in Employee Engagement and HR Team of the Year Award

### LinkedIn MENA Talent Award

- Best Learning Culture

### Mohammed Bin Rashid Al Maktoum Business Award

- Customer Excellence – Retail Category (UAE)

### Microsoft Middle East

- Microsoft Country Partner of the Year Award for the UAE 2021 (UAE)



## Memberships



CEB Global Limited



European Telecommunication Standards Institute



FTTH Middle East and North Africa FZ LLC



First.Org, Inc.



Foundation for the Global Compact



Gartner Gulf FZ-LLC



Global System for Mobile Communications Association (GSMA)



Information Systems Audit and Control Association



Institute of Risk Management



Internal Auditors Association



International Telecommunications Union



Pacific Telecommunications Council



SAMENA Telecommunications Council



United Nations Global Compact (UNGC)



## 01

# Sustainability at e&

Sustainability is at the core of everything e& does. e& strives hard to operate responsibly and transparently by living its inspiration for *'Make Possible'*. e& is committed to having a positive impact on its communities, while at the same time maintaining sustainable success.

e& is embarking on a progressive roadmap to monitor, benchmark and continuously enhance its economic, environmental, and social performance.



# Stakeholders

**Understanding the views and concerns of e&s diverse stakeholders informs its business practices and corporate priorities.**

e& regularly engages its key stakeholder groups, represented in the diagram below, to help shape and drive its sustainability strategy. Through various communication channels e& listens and seeks feedback from the stakeholders who are affected by the business.



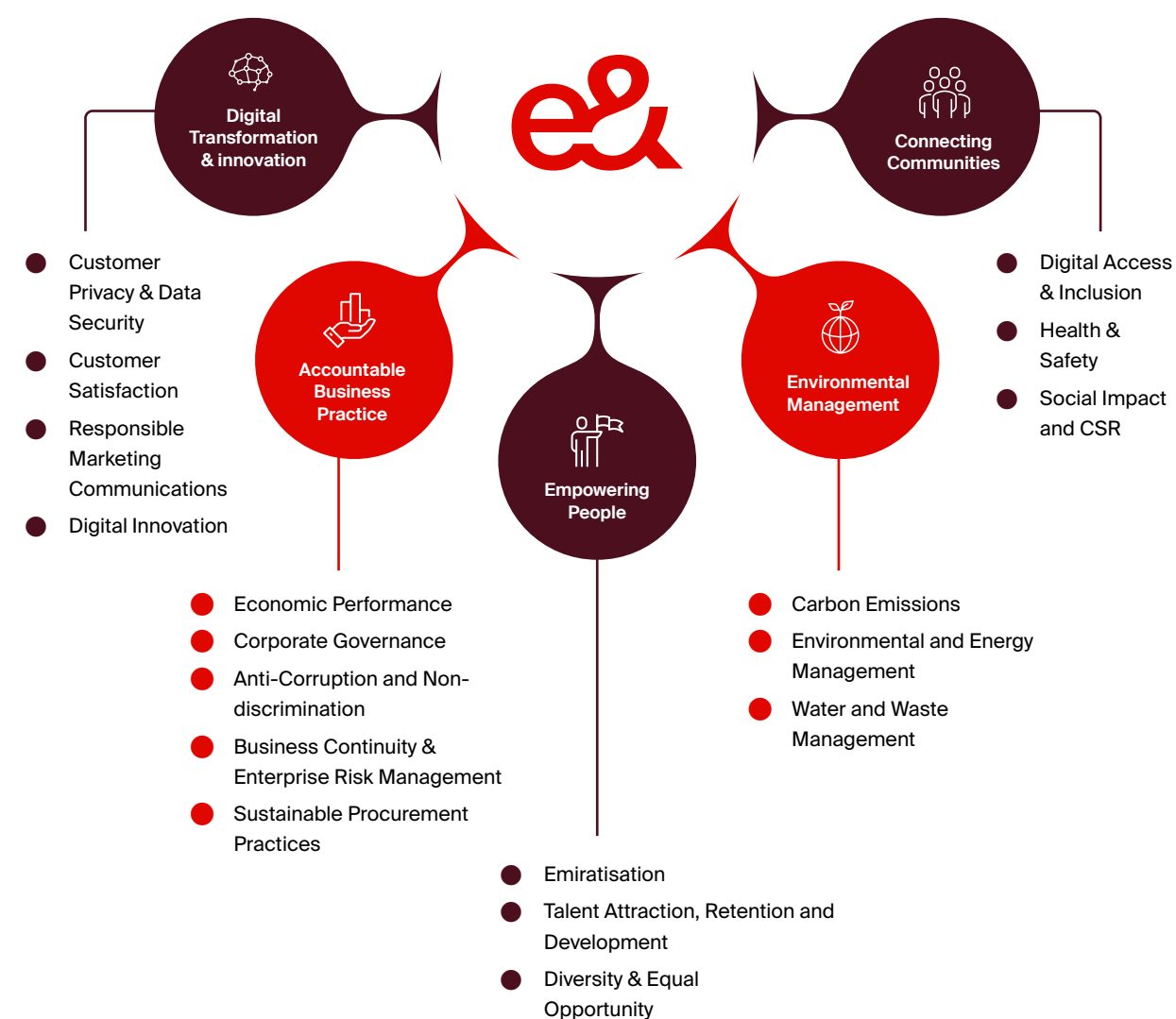
# Sustainability Framework

**To conceptualise sustainability, e& relies on its sustainability framework for defining and managing the environmental, social, and economic impacts.**

e& believes that an effective framework, supported by progressive improvement programmes, will help the company achieve its strategic business objectives.

e&'s framework has five key pillars: Digital Transformation & Innovation, Accountable Business Practice, Empowering People, Environmental Management and Connecting Communities.

This report provides e&'s disclosure and progress against each of these areas. e& has grouped its material topics into the five pillars of e&'s sustainability framework. For details on the materiality assessment process, please refer to Appendix B.





## Alignment with Standards

**As one of the largest telecom companies in the region, e& recognises its role in the industry to deliver meaningful contributions to national and international standards and sustainability priorities.**

Building on the Paris Agreement and the subsequent Glasgow Climate Pact, drafted at the 2021 United Nations Climate Change Conference (COP26), and the UAE's commitments to unlock opportunities in climate action, reduce emissions, progress clean energy sources, and preserve the wealth of mangroves, the importance of accelerated action to tackle the climate crisis through collaboration among stakeholders is emphasised within the organisation.

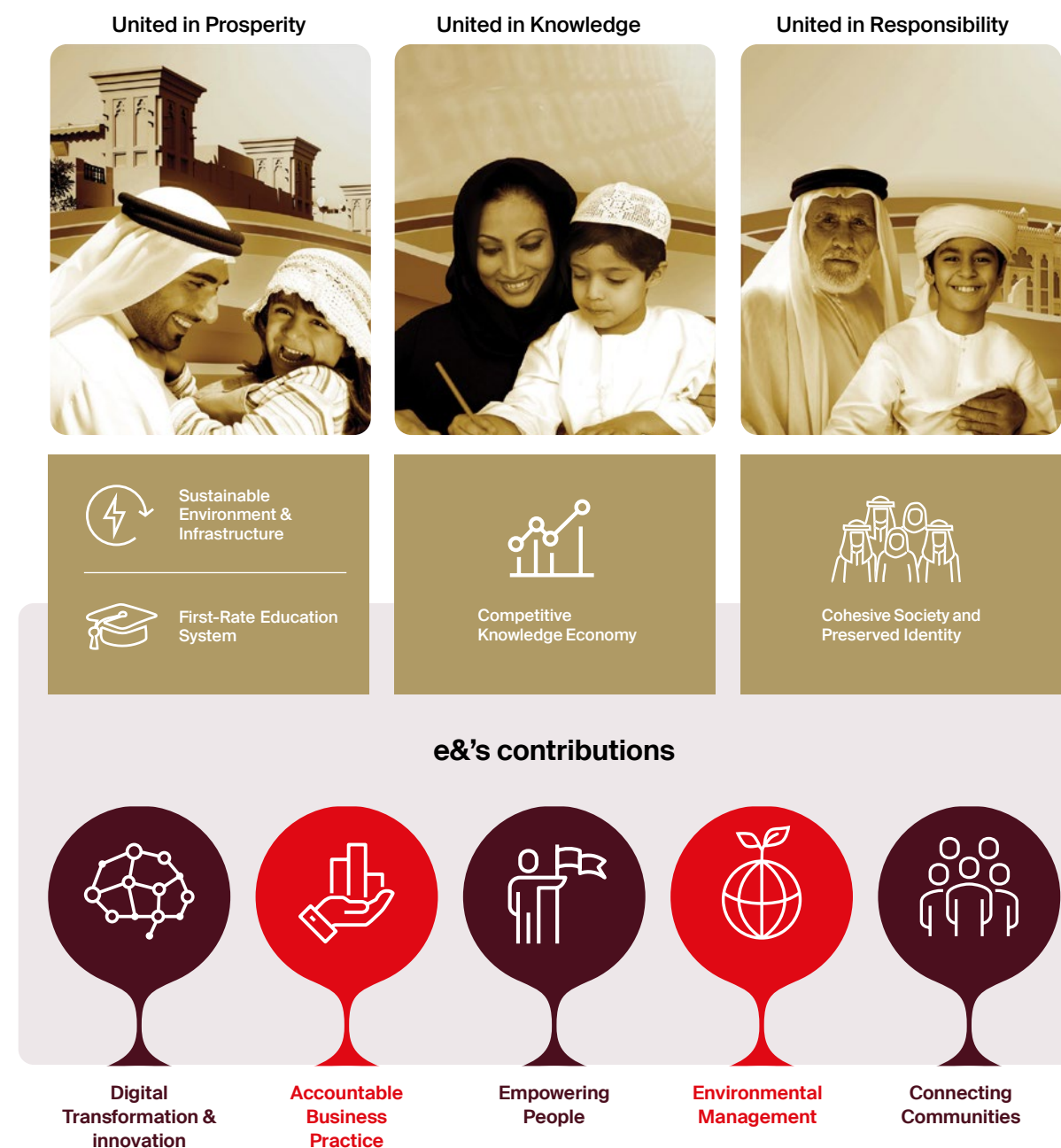
The ICT industry is faced with a great responsibility to meet increased demand for data and digital services while meeting its obligations to curb carbon emissions. We have joined the commitment to achieve net zero emissions by 2050, as per the Paris Agreement.

Guidelines from the International Telecommunication Union (ITU) state that the industry should reduce emissions by 45 percent, 62 percent, and 53 percent for fixed, mobile and data centre operators respectively by 2030, detailed in the ITU Standard L.1470 ("GHG emissions trajectories for the ICT sector compatible with the UNFCCC Paris Agreement"). e& is considering partaking in this acceleration of the decarbonisation of activities.

e& remains committed to international standards such as the GRI Sustainability Standards, Sustainability Accounting Standards Board (SASB) and the United Nations Sustainable Development Goals (SDGs), in addition to national level commitments and policies including the Abu Dhabi Securities Exchange (ADX) Environment, Social and Governance (ESG) Disclosure Guidelines for listed companies, and UAE and Abu Dhabi Government initiatives and declarations such as UAE Vision 2021, UAE Principles for the Next 50 and UAE Net Zero Plan 2050, and the Abu Dhabi Economic Vision 2030.

## Our Contribution to the UAE Vision

e& has aligned its sustainability plans and efforts to support these ambitious goals. It is done to ensure sustainable development of a robust economy and a motivated society.





e&'s Contribution to the SDGs

e& acknowledges the need to play its part in transitioning towards a more sustainable future and recognises the interconnection between the 17 SDGs, meaning that one action can result in multiple outcomes. As a result, e& is committed to supporting the SDGs and aims to ensure business practices are in line with the goals, ensuring that it is operating in a manner that positively contributes to the goals.

### Digital Transformation & innovation

#### 8 DECENT WORK AND ECONOMIC GROWTH

TARGET 8-2

DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY

#### 9 INDUSTRIES, INNOVATION AND INFRASTRUCTURE

TARGET 9-4

UPGRADE ALL INDUSTRIES AND INFRASTRUCTURES FOR SUSTAINABILITY

#### 17 PARTNERSHIPS FOR THE GOALS

TARGET 17-7

PROMOTE SUSTAINABLE TECHNOLOGIES TO DEVELOPING COUNTRIES

TARGET 17-15

RESPECT NATIONAL LEADERSHIP TO IMPLEMENT POLICIES FOR THE SUSTAINABLE DEVELOPMENT GOALS

### Accountable Business Practice

#### 8 DECENT WORK AND ECONOMIC GROWTH

TARGET 8-1

SUSTAINABLE ECONOMIC GROWTH

TARGET 8-2

DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY

TARGET 8-8

PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

#### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

TARGET 12-7

PROMOTE SUSTAINABLE PUBLIC PROCUREMENT PRACTICES

#### 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

TARGET 16-5

SUBSTANTIALLY REDUCE CORRUPTION AND BRIBERY

TARGET 16-8

STRENGTHEN THE PARTICIPATION IN GLOBAL GOVERNANCE

### Empowering People

#### 3 GOOD HEALTH AND WELL-BEING

TARGET 3-8

ACHIEVE UNIVERSAL HEALTH COVERAGE

TARGET 3-B

SUPPORT RESEARCH, DEVELOPMENT AND UNIVERSAL ACCESS TO AFFORDABLE VACCINES AND MEDICINES

TARGET 3-B

SUPPORT RESEARCH, DEVELOPMENT AND UNIVERSAL ACCESS TO AFFORDABLE VACCINES AND MEDICINES

#### 4 QUALITY EDUCATION

TARGET 4-3

EQUAL ACCESS TO AFFORDABLE TECHNICAL VOCATIONAL AND HIGHER EDUCATION

TARGET 4-4

INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

TARGET 4-5

ELIMINATE ALL DISCRIMINATION IN EDUCATION

TARGET 4-7

EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP

#### 5 GENDER EQUALITY

TARGET 5-A

EQUAL RIGHTS TO ECONOMIC RESOURCES, PROPERTY OWNERSHIP AND FINANCIAL SERVICES

TARGET 5-B

PROMOTE EMPOWERMENT OF WOMEN THROUGH TECHNOLOGY

TARGET 5-C

ADOPT AND STRENGTHEN POLICIES AND LEGISLATION FOR GENDER EQUALITY

#### 8 DECENT WORK AND ECONOMIC GROWTH

TARGET 8-5

FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

TARGET 8-8

PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

#### 10 REDUCED INEQUALITIES

TARGET 10-1

REDUCE INCOME INEQUALITIES

TARGET 10-3

ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION

### Environmental Management

#### 3 GOOD HEALTH AND WELL-BEING

TARGET 3-8

REDUCE ILLNESSES AND DEATH FROM HAZARDOUS CHEMICALS AND POLLUTION

#### 7 AFFORDABLE AND CLEAN ENERGY

TARGET 7-2

INCREASE GLOBAL PERCENTAGE OF RENEWABLE ENERGY

TARGET 7-3

DOUBLE THE IMPROVEMENT IN ENERGY EFFICIENCY

TARGET 7-A

PROMOTE ACCESS TO RESEARCH, TECHNOLOGY AND INVESTMENTS IN CLEAN ENERGY

#### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

TARGET 12-2

SUSTAINABLE MANAGEMENT AND USE OF NATURAL RESOURCES

TARGET 12-5

SUBSTANTIALLY REDUCE WASTE GENERATION

TARGET 12-6

ENCOURAGE COMPANIES TO ADOPT SUSTAINABLE PRACTICES AND SUSTAINABILITY REPORTING

TARGET 12-8

PROMOTE UNIVERSAL UNDERSTANDING OF SUSTAINABLE LIFESTYLES

#### 13 CLIMATE ACTION

TARGET 13-2

INTEGRATE CLIMATE CHANGE MEASURES INTO POLICIES AND PLANNING

TARGET 13-B

PROMOTE MECHANISMS TO RAISE CAPACITY FOR CLIMATE PLANNING AND MANAGEMENT

TARGET 13-3

BUILD KNOWLEDGE AND CAPACITY TO MEET CLIMATE CHANGE

### Connecting Communities

#### 3 GOOD HEALTH AND WELL-BEING

TARGET 3-8

SUPPORT RESEARCH, DEVELOPMENT AND UNIVERSAL ACCESS TO AFFORDABLE VACCINES AND MEDICINES

TARGET 3-D

IMPROVE EARLY WARNING SYSTEMS FOR GLOBAL HEALTH RISKS

#### 4 QUALITY EDUCATION

TARGET 4-4

INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

TARGET 4-7

EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP

#### 8 DECENT WORK AND ECONOMIC GROWTH

TARGET 8-6

PROMOTE YOUTH EMPLOYMENT, EDUCATION AND TRAINING

TARGET 8-B

DEVELOP A GLOBAL YOUTH EMPLOYMENT STRATEGY

#### 9 INDUSTRIES, INNOVATION AND INFRASTRUCTURE

TARGET 9-C

UNIVERSAL ACCESS TO INFORMATION AND COMMUNICATION TECHNOLOGY

#### 10 REDUCED INEQUALITIES

TARGET 10-3

ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION

#### 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

TARGET 16-2

PROTECT CHILDREN FROM ABUSE, EXPLOITATION, TRAFFICKING AND VIOLENCE

#### 17 PARTNERSHIPS FOR THE GOALS

TARGET 17-6

KNOWLEDGE SHARING AND COOPERATION FOR ACCESS TO SCIENCE, TECHNOLOGY AND INNOVATION

TARGET 17-7

PROMOTE SUSTAINABLE TECHNOLOGIES TO DEVELOPING COUNTRIES



# 02

## Digital Transformation and Innovation

### Our Ambition

e& is committed to accelerating digital innovation in the marketplace towards a more sustainable economy. Through sustainable digital innovation, it aims to meet stakeholders' evolving needs and enables them to achieve their goals.

#### 8 DECENT WORK AND ECONOMIC GROWTH



#### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



#### 17 PARTNERSHIPS FOR THE GOALS





# Customer Privacy & Data Security

e& management understands the importance of information security and has made it a strategic objective to protect its customers' personal information and maintain their privacy. Its **Privacy Policy** has been formulated to assist customers in understanding how their personal information is treated in e&. e&'s **Code of Conduct** includes a dedicated section on customer privacy. The e& Data Protection and Customer Privacy programme is currently under development in compliance with the **UAE data protection laws**, to provide a governance structure for data management and protection.

To ensure compliance, e& has several privacy and security KPIs set across the various domains and departments, including the maintaining of 100% availability ('uptime') of security controls, maintaining zero open critical and high-severity vulnerabilities, and maintaining zero security attacks and breaches that could impact e& business (such as revenue loss, reputation impact and service availability).

## Information Security Steering Committee

The Company's long running executive-level Information Security Steering Committee oversees information security of e& and ensures the continuous enhancement of cyber security controls to protect customers' data and protect the wider business. The committee is responsible for suggesting new security controls, creating, and updating security policies and arranging for security training and awareness for its employees. Essentially, the committee is responsible for managing six main functions, which include IT security, network security, physical security, personnel security, and security policy development and implementation.

The Chief Technology and Information Officer (CTIO) leads the Information Security Steering Committee and provides guidance and support to the committee's members. The role of the e& CTIO includes the approval of IT security budgets to enhance the security infrastructure and guide the security team in implementing new projects and initiatives. The CTIO oversees all technology and technological resources and establishes the company's technology vision, strategies, and growth plans as well as approves new security training and awareness programmes for IT and Engineering staff and established IT and Technology governance programmes to promote information security in alignment with the e& corporate governance objectives. The CTIO is ultimately responsible for ensuring that all corporate and business projects and new systems are including and incorporating the required security controls as per the best security practices.

The e& Cyber Security Advisory Board comprises members at the CXO level of the concerned technical and business departments; it is responsible for setting, aligning, and monitoring security initiatives, security performance indices and approves

security strategy and policies. The Security Steering Committee Working Group includes subject matter experts as members from the concerned departments who discuss the progress of security initiatives and challenges to safeguard customer's data on a quarterly basis.

**There are no cases to report on Data Privacy issues.**

Employees who fail to comply with privacy policies and requirements face disciplinary action. The data protection policy is clearly stated in the **Code of Conduct** and its disciplinary measures regarding employee personal conduct and disciplinary actions are clearly stated in the Human Resources (HR) manual. The significant aspects of these documents are publicly available on the corporate website. There are no cases to report on Data Privacy issues.

e& ensures clear and transparent communication with all customers. Each customer reviews the terms and conditions outlined within their respective contracts prior to proceeding with any requests, changes, account creations, or any other account modifications. e&'s employees are trained to explain all the terms and conditions to ensure full visibility of agreements with customers prior to signing any agreements. All agreements are filed in the e& system and a customer copy is shared electronically with the customer. Staff – customer interactions are recorded and monitored to ensure that all employees abide by the e& rules, regulations, and standard operating processes.





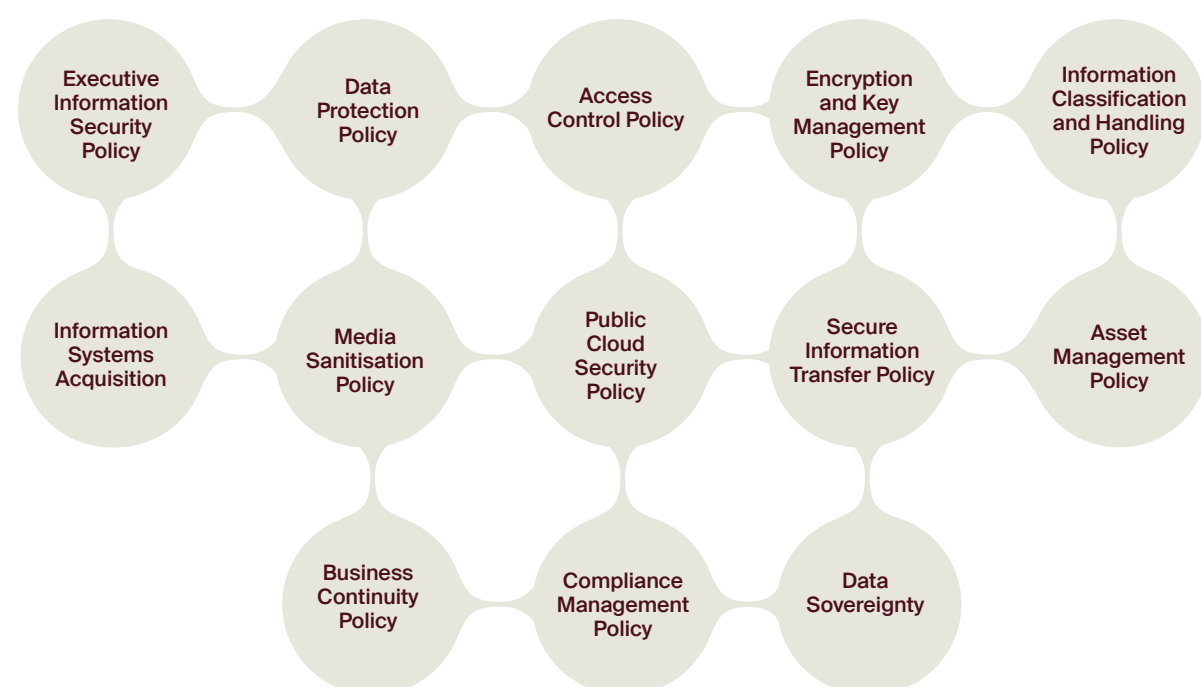
## Security Policies

Corporate security policies address cyber security aspects related to its business environment, which are reviewed on a regular basis. The e& IT Security Management Framework covers five key focus areas including data security, access security, host security, network perimeter and security monitoring.

The Information Security Steering Committee has developed a series of security policies covering all security domains to support e&'s operations and ensure the protection of information assets in terms of confidentiality, integrity, and availability. The Steering Committee has developed 36 security policies covering all the security domains to enable e& business and ensure the protection of the information assets in terms of confidentiality, integrity, and availability. In terms of data protection and customer privacy, e& has the following 13 policies in place:

As part of the Data Sovereignty policy, e&'s Smart Security Solutions Division mandates that all customer data shall be stored within the UAE country borders. On this front, Etisalat partnered with Oracle to store all its customers' data in established public cloud data centres in the UAE, in line with the Data Sovereignty Mandate of the UAE. e& also joined forces with Mubadala-owned Artificial Intelligence services provider G42 and signed an agreement to merge its data centre services to create the UAE's largest data centre provider in an effort to cater to the rising digital requirements.

e& has implemented several controls to ensure customer data protection and privacy maintenance such as advanced threat protection, email anti-phishing, i.e., Domain-Based Message Authentication, Reporting, and Conformance (DMARC), privilege access management and mobile device management. e& also has an agreement in place with Telefonica across several technological domains, including cyber security, to transfer knowledge and technological advancements.



## Security Assessment and Compliance

Across e&, full compliance is ensured with the UAE cyber security standard developed by the Signals Intelligence Agency (SIA). The standard is comprised of 188 controls covering all management and technical security controls. e& regularly performs external and internal assessments of its cyber security protocols. The company also complies with the Telecommunication and Digital Government Regulatory Authority (TDRA) requirements, National Cyber Risk Management Framework (NCRMF) and the National Electronic Security Authority (NESA) regulations and guidelines. e& is also in the process of developing the e& Data Protection and Customer Privacy programme. Refer to Customer Privacy & Data Security for details.

To ensure the continuous effectiveness of e&'s privacy and security management system, e& undertakes quarterly internal audits and penetration testing covering application security, security operation processes, penetration testing, effectiveness of internal and external security controls and user access reviews. All internal audits undertaken follow the International Professional Practice Framework for Internal Auditing issued by the Institute of Internal Auditors (IIA). e& also engages a third-party firm to conduct external audits on an annual basis.

In addition, the UAE government undertakes annual security audits for companies in the telecom sector, which is managed by SIA. The aim of the audit is to measure and assess the cyber security maturity of these companies.

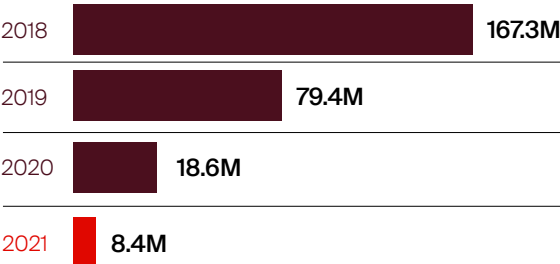


The audit includes external penetration testing, internal penetration testing and vulnerability assessment, compromise assessment, governance, risk, and compliance assessment, physical and personnel security audits.

e& also receives regular incident information including potential threat attached around the world from the Dubai Electronic Security Centre (DESC), which allows it to take proactive measures to strengthen its security protocols and infrastructure systems.

To strengthen its defences and share resources and best practices, e& partners with other firms to address a range of complex challenges associated with security and risk management. Internally, multiple teams within e& are responsible for monitoring, controlling, and preventing breaches or any attempts of breaches related to the customer privacy and confidentiality. e& has a dedicated security operation centre monitoring user activity and any external potential threats.

Number of attempted cyberattacks



Every year, the number of attempted cyber-attacks continues to decrease, whereas the actual number of cyber-attacks and data breaches remained at zero over the past four years. This attests to e&'s processes and to the stringent measures in place to protect customer information and combat cyber-attacks.



# Zero

actual cyber-attacks since 2018

# Zero

data breaches since 2018

Security Training and Awareness

e& provides employees with specialised training regarding privacy, including data protection, cyber security, information security, hacking, and cloud computing. Employees are made aware of information security guidelines and compliance. e& takes disciplinary action against employees who violate customer and data privacy.

Each year, e& conducts various awareness security campaigns its staff across the UAE, including the annual security roadshow which involves external security experts, regular awareness raising communication for e& employees regarding data protection and security measures and the early warning awareness messaging for global and international cyber security incidents. e& also conducts site visits to workplaces to assess the staff security awareness and compliance, offer a learning management system for cyber security training to staff and implement a system for simulating the email phishing attacks to measure the level of user security awareness and response across e&.

Each year, e& offers various training courses and certification programmes for all employees across both technical and non-technical areas, including:



**Digital Academy** – offering security data, operation and maintenance training, penetration testing and ethical hacking, security architecture, and Governance Risk and Compliance (GRC).



**E-learning Management System** – offering cyber security foundations, information security awareness and e-learning programmes including quizzes and prizes distributed to winners.



**External security training courses** – e&'s IT security team regularly participates in external security training to enhance skills and knowledge to strengthen its infrastructure and develop its workforce.



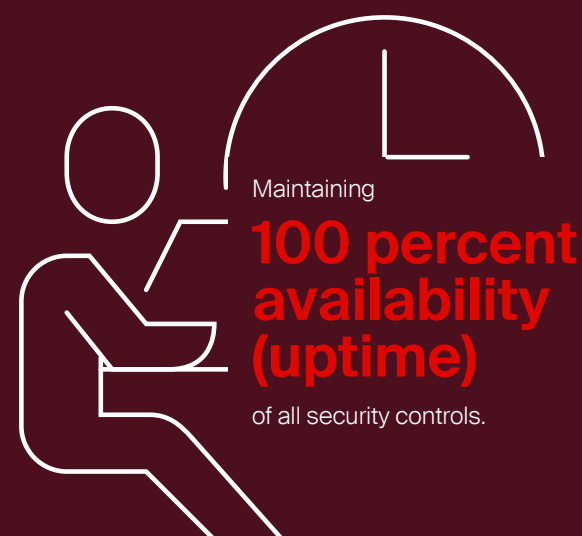
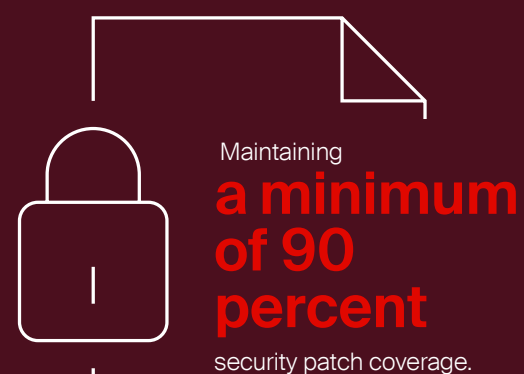
**E-learning iQra System** – offering e& employees a wide range of cyber security courses, security best practices and entertaining yet knowledge sharing crossword puzzles.





## Looking Ahead

The e& cyber security team has set a series of ambitious KPIs that will continue to be implemented across the organisation in 2022, including:



## Customer Satisfaction

**The company works tirelessly to meet and exceed customers' expectations, always striving to improve and simplify processes to serve customers better, provide multiple channels for convenient access to services, and attend to customers' needs in a timely manner.**

The Customer Experience (CX) Committee is dedicated to enhancing the customer experience. e& Chief Executive Officers (CXOs) serve on the Committee which weekly reviews customer related projects, known as Go to Market (GTM). e& sets targets against key performance indicators (KPIs) related to customers' segments, touch points, processes and systems and technologies to continually improve performance and customers' satisfaction.

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

We developed a 'Customer Feedback Management System' which tracks and monitors the customer experience and

satisfaction across our touch points, including customer care, retail sales, digital apps., website and technical performance. Feedback is collected via SMS, email, or website pop-up survey. All customers are requested to share their feedback on their particular interaction, along with general comments and recommendations, so that we improve and match the customers' expectations.

**We have reached over**

**1,200,000  
connected SIMs**

**on our IoT platform consolidating our position as the preferred provider in the UAE.**

At the e& customer-facing channels such as sales agents are not only trained to explore customer needs and requirements; these frontliners are also equipped with AI-powered tools that recommend the best-fit products, offers and services, providing unique, personalised experiences for e&'s customers.

The retail satisfaction score refers to the customer satisfaction across the e& retail stores. The call centre further improved its call handling quality & efficiency in 2021, with the first call resolution reaching a record high of 85.2 percent.

Customer Satisfaction	2018	2019	2020	2021
<b>Retail Satisfaction</b>	4.09	4.07	4.24	4.77
<b>First Call Resolutions</b>	83.2%	82.5%	83.7%	85.2%





Mystery Shopping Programme

The Mystery Shopping Programme is a continual improvement plan to enhance e&’s customers’ experience through the evaluation of the entire customer journey process including the evaluation of the quality of products and services, facilities, and operation across all types of customer touch points (direct channels, indirect channels, and customer care).

The programme measures compliance of retail store staff against the e& customer journey guidelines. Mystery visits to e& stores are carried out by undercover staff to assess performance based on the staff members compliance with the e& customer journey guidelines. It allows us to better understand our customers’ needs and meet their expectations.

In 2021, the compliance score – as measured by the mystery shopping programme – was 90%, as opposed to 92% in 2020. The Mystery Shopping Programme has a pre-determined set of goals and objectives concerning enhancement of customer experience. The programme aims to achieve continual improvement to enhance e& customers’ experience throughout the evaluation of all customer journey stages.

The company works tirelessly to meet and exceed customers’ expectations, always striving to improve and simplify processes to serve customers better, provide multiple channels for convenient access to services, and



Etisalat 24x7 Outlet at Dubai airport

In a move designed to take its customer service philosophy to the next level, Etisalat has established a retail outlet in the arrivals terminal of the Dubai International Airport’s Terminal 1. The service booth aims to add even more value to travellers at one of the most active airport terminals in the UAE and region. It is open 24 hours a day, seven days a week to ensure service to anyone arriving at any time around the clock, whether they are residents of the UAE or visitors and tourists who need further information about Etisalat’s wide range of telecommunication services.

The new retail outlet provides a number of services for arriving travellers like purchasing visitor line prepaid SIM cards, paying fixed lines, post-paid Global System for Mobile Communication (GSM) mobile or internet bills, as well as a number of Wasel-specific services such as recharging credit, annual renewal, and many other services. In 2022, the outlet will start displaying the latest technologies that e& is set to launch and will serve as the first step to introduce Etisalat’s products and services to travellers. This step continues in our efforts to stay connected with our clients anywhere they go in every possible way, not only by providing them the best quality services, but also by being available for their needs at convenient locations.

Smart Stores

The Smart Store initiative has digitally and ergonomically transformed existing stores and those opening in new locations across the UAE.

Since its launch, it has focused on offering customers a more personalised experience while improving the quality of its services. Etisalat won the most prestigious Mohamed Bin Rashid Al Maktoum Customer Excellence Award (services category) in recognition of its major retail transformation project, which offers a seamless digital experience intertwined with human interaction in its stores.

Etisalat’s next generation digital concept stores incorporate multiple digital touchpoints, empowering customers to explore and subscribe to e& products and services. These stores allow our customers to undertake end-to-end transactions digitally, while enjoying a unique shopping experience via our latest digital touch points. Turning the store from its traditional common setup of fixed counters into a totally new experience built on mobility is a real breakthrough in the telecom retail industry and breaking the traditional boundaries. As of 2021, there are 52 Next Generation stores open across the UAE.





## Addressing Customer Issues

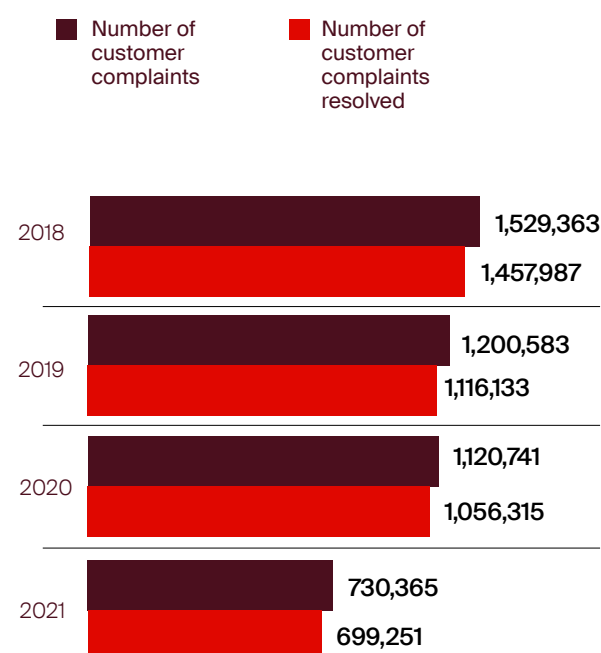
Customers can raise their issues/complaints through multiple digital and traditional communication channels, to match their personal preferences. Channels include retail, inbound voice calls and non-voice.

Complaints are classified into three categories – Technical, Billing and Customer Service. For each complaint category, there are standard operating procedures to be followed as per the nature of the issue. In all cases, the resolution is communicated back to the customer, and once satisfied, the complaint is closed in the CIM.

In 2021, the company provided several resolutions to enhance customer experience and satisfaction such as provision of free device replacements for eLife customers with technical issues, proactive field visits for technical issue resolutions, design and infrastructure enhancements to the troubleshooting engines and upgrade of the e& Mobile Application.

The number of customer complaints continues to fall year on year. In 2021, the number of customer complaints decreased by 35 percent from the previous year, with almost 96 percent of customer complaints resolved.

Customer complaints



# Responsible Marketing Communications

## Product Service & Quality

To achieve high standards of service and quality we continuously push for enhancements in the e& network. To cater to the growing customer base, we invested in new base stations, advanced technologies, and amped network capacity.

Performance Improvement & Quality Assurance Management System successfully achieved recertification for ISO 9001:2015 certification for Quality Management Systems. e& is also certified for the Telecom Quality Management System (TL 9000) which is a unique extension to the ISO 9001:2015 certification and covers additional supply chain quality requirements of the global industry.

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

e& has a state-of-the-art Service Operation Centre (SOC), along with Unified Network Operation Centre (UNOC) that monitors telecom services provided to customer, along with the underlying infrastructure. The SOC provides immediate solutions in case of service interruption or degradation.

Furthermore, the e& Tawi-Al-Saman (TAS) Earth Station has achieved Tier IV Full World Teleport Association (WTA) certification, which recognises TAS Earth Station's compliance against the highest level of WTA standard requirements. This remarkable achievement has put e& in a pioneering position to be the first Earth Station to achieve Tier IV full WTA certification in the Middle East and North Africa (MENA) region.

The e& data centres undergo regular audits against the International Auditing and Assurance Standards Board (IAASB) ISAE 3402 Type II audits. The audit assesses e&'s control objectives and activities including information technology and related processes to ensure the effectiveness of the implementation of all control systems.

The e& Product Development Division has been driving the transformation of a full and agile product and service development approach for business services with all concerned stakeholders and cross-functional teams within the organisation. For each product or service full experience and customer journeys and commercial use cases, covering different scenarios and life cycles, are developed, and implemented. The division ensures end-to-end extensive testing of the quality of all newly launched product/service.



## e& Innovations

e& advocates driving the digital future to empower societies by building the network of tomorrow, today. e& offers responsible products and services from globally recognised top brands and in line with international best practices. Our top product brands have embedded responsible and sustainable manufacturing and production processes across their supply chain.

**Our top product brands have embedded responsible and sustainable manufacturing and production processes across their supply chain.**



## Responsible Marketing

Customer centricity is embedded into the design of e&'s products and services. All customer segments are considered when new products and services are developed. We analyse trends, behaviours, and sales performance when creating new products and services or when updating existing ones. The e& three-year corporate strategy retains the digitally fuelled inspiration for *'Make Possible'*. Customer centricity remained the main priority during the sharpening up of the customer journey frameworks and the website revamp, which resulted in significant enhancements in customer satisfaction.

In 2021, e& unveiled a series of marketing and engagement mechanisms to serve consumers and ensure their satisfaction, such as the mobile plans for Emirati customers with premium offerings, competitive mobile plans for professionals, entertainment bundles for youth, all-round packages for blue collar workers and launched the e-Life ultra-portfolio of services with ultra-fast speed internet.

### Sales Centre of Excellence

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





## Digital Innovation

**e& enterprise is a subsidiary of e&, driving digital transformation by enabling enterprises and governments become smarter through the use of the latest technologies such as Cloud, Cyber Security, Internet of Things (IoT), Omnichannel, Artificial Intelligence, and Big Data & Analytics.**

e& enterprise brings together the best industry digital experts, assets, and platforms with a unique service and operating model. e& enterprise provides end-to-end digital vertical propositions to enable smarter developments, education, healthcare, transportation, and a smarter economy. It has a successful track record of delivering large digital projects and solutions by providing comprehensive services in consultancy, business modelling, solutions

design, programme management, execution, delivery and post-implementation support and operation services.

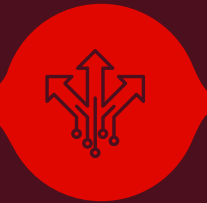
In 2021, a three-year memorandum of understanding (MoU) was signed between e& enterprise, Accenture, and Oracle to offer Small and Medium Business Services (SMBs) and large enterprise clients in the Middle East a seamless digital transformation and journey to Oracle cloud solutions across Infrastructure as a Service (IaaS)/ Platform as a service (PaaS)/ Software as a service (SaaS). By offering a one-stop-shop for Oracle solutions, the new collaboration will allow Accenture, e& enterprise and Oracle to create a joint value proposition for clients in the UAE and Saudi Arabia, and the wider region.

### FutureNow

FutureNow is the innovation programme from e& enterprise that accelerates the adoption of the latest technologies through a collaborative platform of experts and capabilities to drive digital transformation. The programme has four main objectives: to co-create, accelerate, partner, and discover.



**Co-Creation Lab**  
Creating tangible, interactive prototypes with human centred design addressing real clients' challenges.



**FutureNow Calls**  
Collaborating with innovative scaleups to address future opportunities and challenges using the latest emerging technologies.



**IoT Programme**  
Enriching the IoT ecosystem and providing access to Etisalat IoT platform to support IoT companies to grow their business.



**Open Innovation Centre**  
Providing inspiration to our clients on how to digitise their business and discover e& enterprise's latest solutions.

### FutureNow Calls

In 2021, FutureNow Calls, launched eight challenges with more than 20 scaleups including:



### Telemedicine for B2B

Joined a healthcare start-up accelerator programme to explore telemedicine solutions for B2B that can be provided to our business clients, in collaboration with Abu Dhabi Plug & Play and Department of Health in Abu Dhabi.



### Edutainment Platform

Provide a central platform for educational and edutainment content for customers to enjoy, addressing different levels of education, from pre-school to professionals.



### Digital Health & Wellness

Create a digital health and wellness multi-device service that will offer telemedicine services, medical consultations, wellness, and health programmes, pharmacy discounts, and other benefits.



### Warehouse 4.0

Optimise warehouse space management along with forklift tracking using disruptive technology, in collaboration with Valmont Industries.



### Enterprise AI platform

Build an Enterprise AI Platform for data-driven AI solutions ensuring agile e2e development, operations, optimisation, and scale for future expansion and growth.



### Biometric Payments

Provide a Soft POS application that will enable merchants to accept payments from their customers easily on any NFC-enabled smartphone while enabling contactless capture of EIDs and passports for registration and Cash-in/out transactions for the agents.



### Digital Engagement

Provide a seamless and connected multi-channel journey (across social media platforms, messaging and chat applications) using a cloud-based platform.



### Part of DIFC Fintech Hive 2021 programme

Explore new fintech solutions from start-ups by joining the DIFC Fintech Hive accelerator, along with the regions' largest financial industry stakeholders and institutions.

To learn more about Future Now Calls, visit our [website](#).

### IoT Community

The IoT Partner Programme is another strategic pillar to create innovative solutions and support the ecosystem of market leading IoT experts to extend the portfolio of e& IoT digital solutions. This programme aims to establish long-term partnerships with major IoT players in the region and the world and accelerate the digital transformation of industries through disruptive IoT solutions.

The IoT Partner Programme is focused on actively scouting and sourcing competitive technology companies across four verticals: Smart Mobility, Safe City, Urban Intelligence, and Industry X.O. The IoT partnerships have accelerated business opportunities for major e& clients. To learn more about the IoT Programme, visit our [website](#).

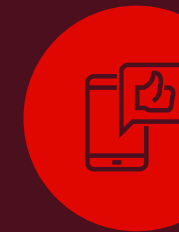
### Open Innovation Centre

Throughout 2021, the Open Innovation Centre continued to serve as our key sales enabler and saw many achievements over the year. We hosted 210 customer visits in 2021. Overall, the centre has received positive feedback of 4.9 out of 5, demonstrating the interest on the platforms and initiatives/technologies showcased.

In September 2021, e& opened its second Innovation Centre in Abu Dhabi to continue helping customers discover the latest technology breakthroughs.

### Digitalisation

In 2021, e& implemented the following digitalisation efforts:



**Digital Channels:** Fully revamped the digital channels with a unified user experience having achieved 498,000 cumulative registrations in our mobile application and 50,000 cumulative registrations in our B2B portal.



**Digital Payments:** Made digital payments the preferred channel for our customers through the introduction of user-friendly billing and payment options, achieving a 227 percent increase in digital payment adoption since January 2019.



**Virtual Agent:** Launched our first virtual agent for SMB unmanaged segment which handles 100 percent calls.

### e&'s Contribution to Expo 2020

e& is Expo 2020's Official Telecommunications and Digital Services Premier Partner. We have built a state-of-the-art technology and digital experience, including 5G mobile access network, high-speed Wi-Fi and innovative digital solutions for Expo 2020 and its international participants. The infrastructure we have provided has made the Expo 2020 site one of the smartest, fastest, and most connected site on earth. Expo 2020 is e&'s first commercial 5G enterprise customer in the Middle East, Africa, and South Asia (MEASA) region to access 5G services. Our digital solutions such as the Smart Ticketing and Mobile Application continues to drive a seamless experience for Expo's visitors.

This has set a benchmark for the region and globally, positioning UAE as an innovation leader in technology and infrastructure.





## Digital Customer Care

We plan to digitise traditional human-supported customer care channels with AI-Driven Virtual Assistant Bots, Self Help e& Mobile App and “Be-Proactive” channels.

## AI- Driven Virtual Assistant Bots

In 2021, the company scaled its AI-powered virtual agents to handle customer queries, by building functionalities across channels and extending the number of use cases for billing, subscription and troubleshooting management to resolve customer queries. The AI-powered virtual agent is now capable of handling over 90 percent of call drivers with 45+ use cases developed in 2021.

## Robotic Centre of Excellence

Innovation is embedded in our operations and is an integral element in providing a digital experience to the consumer. The Robotic Centre of Excellence aims to deliver a wide variety of automated solutions to boost efficiency and improve productivity leading to greater customer satisfaction.

We have in place 147 robots covering 188 use cases this year with more than 336,000 man hours saved and 4.6M autonomous transactions. The introduction of robotic process automation is part of our endeavours to drive the digital future and empower society in line with the UAE's Vision.

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

Robotic process automation releases back-office agents from repetitive, mundane tasks to concentrate on high value activities that cannot be robotised. Software robots are supporting back-office agents to complete repetitive tasks 70 percent faster.

## Business Mobile App, Consumer Mobile App, B2B Portal, and Consumer Website

We have continued to digitally transform the end-to-end customer experience on the Etisalat Business Mobile App. This includes digitisation of processes, product integration, and new features within the app. The App has a rating of 4.47/5 on the Apple store and 4.24/5 on Google Play.

Through self-serve options, customers can control their usage and consumption of data and minutes as well as set limits and data caps. We also made digital payments the preferred channel for our customers due to the introduction of friendlier billing and payment options.

In the drive to inform our customers on the self-care options available to them, e& encourages the use alternative channels such as the B2B Portal, Business Mobile App, and the Consumer Mobile App. Upon assisting customers with their needs, our call centre agents educate customers on the self-care features available to them online and encourage them to use these services.

By the end of 2021, we had 3.34 million users registered on the Consumer Mobile App. Each year, we continue to enhance the functionalities of the consumer digital channels. For information regarding our customer care digitisation efforts, refer to **Digitisation**.

## Smiles App

Smiles is e&'s customer engagement programme and one of the largest lifestyle engagement programmes in the UAE. With more than 3,500 participating brands and over 7,000 partner outlets across the UAE, Smiles offers deals and rewards on e& services as well as entertainment, cinema, shopping, dining, wellness, and travel benefits. Smiles currently supports more than 2.7 million registered members and is open to all citizens, residents and visitors of the UAE.

In our engagement marketplace platform Smiles, we expanded our Blockchain powered rewards exchange by including GEMS, ADNOC & Shukran Loyalty Programmes, enabling consumers to keep track of their loyalty currencies and exchange points from one to another. In addition, we listened to the voice of our customers and extended the convenience of food ordering from the comfort of the customers' own homes by entering the online food delivery space. As a result of these efforts, Smiles was awarded – based on the UAE people's votes – as the “Best Discount Programmes” in the “Bayut Your Home, Your Choice” awards.

This year, the Smiles team achieved its set goals and ambition of making the app the most widely used lifestyle application in the UAE, with over 2.7 million users.





## 03

# Accountable Business Practices

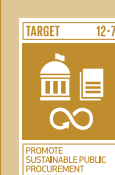
## Our Ambition

e& aims to be a sustainability leader in the market by integrating sustainability into its internal systems and processes. Strong governance, accountability and transparency practices are essential for engaging our wider stakeholders including our supply chain, towards achieving mutual sustainability goals

### 8 DECENT WORK AND ECONOMIC GROWTH



### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



### 16 PEACE, JUSTICE AND STRONG INSTITUTIONS





## Economic Performance

e& has adopted a sustainable business model to achieve financial and performance gains. As a publicly listed company listed on the Abu Dhabi Securities Exchange (ADX), e& aims to positively contribute to the economic vitality of the UAE, while ensuring the overall attainment of the Abu Dhabi Economic Vision 2030.

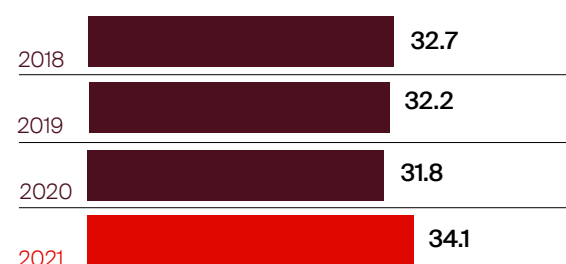
The asset management system is ISO 55001:2014 certified, allowing us to manage the lifecycle of assets more effectively, control over daily activities and achieve higher returns on assets while reducing costs.

In 2021, e& demonstrated strong financial performance and maintained high credit rating. Consolidated revenues increased by 3.2% to AED 53.3 billion, while Consolidated Net Profit rose to AED 9.3 billion, also representing a 3.2% increase year on year. Consolidated EBITDA amounted to AED 26.7 billion, representing a year-on-year increase of 1.0% and resulting in EBITDA margin of 50%.

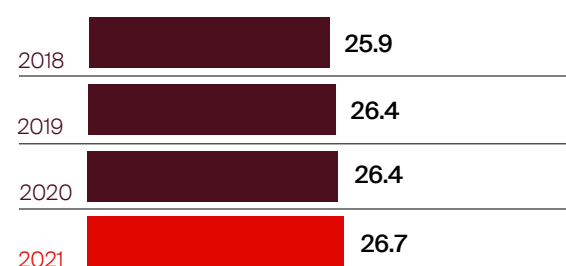
Revenue (AED BILLION)



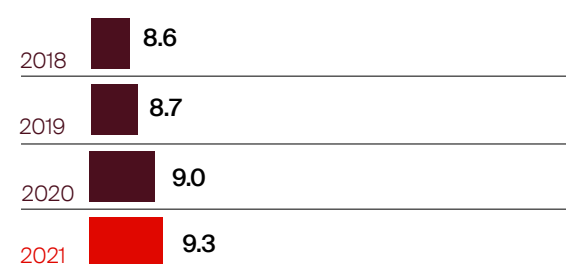
Operating Costs (AED BILLION)



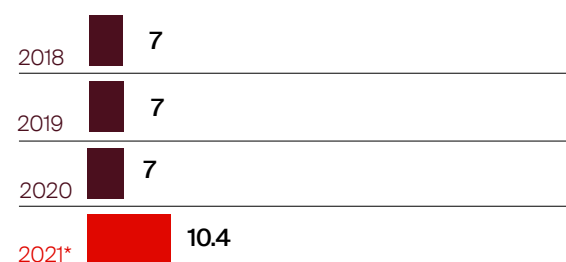
EBITDA (AED BILLION)



Net Profit (AED BILLION)



Dividends paid to shareholders (AED BILLION)



\*Includes a one-off special dividend payment for fiscal year 2020.

## Corporate Governance

e& is committed to creating an optimal governance environment for its business and activities by committing itself to the best local and international governance rules throughout its operations. e& pioneered in adopting effective governance criteria and measures and is running its various operations with an integrated system of policies and mechanisms that aim to achieve transparency and to ease and accelerate the achievement of its operations while keeping pace with the fast-growing developments in the telecoms industry.

e& operates through several transparency platforms among which are the media and press announcements, [ADX disclosure website](#), and e& [website](#) which articulates the company's information and disclosures as well as e& 2021 Governance Report.

### Board of Directors

Eleven members make up the [Board of Directors](#). All board members, including the Chairman, are non-executive and seven members are independent.

The Board members have an array of expertise, skills and qualifications including risk management, telecom, information technology, banking, finance, investment, oil and gas, real estate, aviation, insurance, hospitality, etc.

For more information about the Board of Directors, including their shareholding as well

as their spouses' and children's ownership in e& securities, please visit the e& Governance Report.

e& pays incessant attention to female engagement in all aspects of its business including its Board. Currently, female representation at the board level stands at 9.1 percent. e& is open to both genders' nomination to Board directorship; however, there were no new female nominees during e&'s most recent Board election.

The e& Board of Directors undertakes an annual evaluation including consideration of e&'s performance which reviews ESG elements.

e& has a comprehensive set of policies that serve as the governance framework for e&'s Board of Directors, including Board Membership Policy, External Auditor Policy, [Insider Security Trading Policy](#), Policy of Holding Shareholders General Assembly, [Dividend Policy](#), Board Members Conflict of Interest and Related Party Transactions Policy, Board Confidential Information Disclosure Policy.

KPMG was appointed as e&'s external auditor for the fourth term in a row, as per approval from the General Assembly Meeting held on March 17th, 2021. This appointment is conditioned by changing the auditing partner as required by Article 245 (2) of Federal Law No. 32 of 2021 on Commercial Companies.

As a listed company in the Abu Dhabi Securities Exchange (ADX), regulated by the Securities and Commodities Authority (SCA), e& complies with the rules and regulations set by the SCA

that protect shareholders' rights, including minority shareholders. In the February 2021 announcement of the **e& General Assembly**, shareholders were provided with a series of links, including the Investors Rights Manual, to ensure awareness of shareholders' rights.

As detailed on the **General Assembly Report**, foreigners' shareholding limit was increased from 20 percent to 49 percent. Currently, there are no restrictions on voting rights of foreign shareholders.

### Board Committees

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

The Audit Committee

The Nominations and Remunerations Committee

The Investment and Finance Committee

The Risk Committee

The remuneration of Board members is a lump sum amount calculated in accordance with Board Remuneration Policy and submitted to the General Assembly for approval via Board recommendation. Such remunerations, which are provided for in the e& 2021 Governance Report, are linked to net profit by capping them at 0.5 percent of last financial year's net profit after deducting the amortisations and reserves. The executive pay details of e&'s Executive Management members, including salary, short-term incentives, long-term incentives and allowances, are disclosed in the 2021 Governance Report.

Further, e& makes various disclosures among which are the executives' pay and the related party transactions. For this purpose, we have two platforms of disclosure which include the Corporate Governance Report and e& Annual Report. The Corporate Governance Report provides details of the first and second lines of executives' pay and states that there were no related party transactions conducted in accordance with provisions that govern such transactions in Securities and Commodities Authority Chairman Resolution No. 3 of 2020 on the Approval of Public Joint Stock Companies Governance Guide ("Governance Guide"). e& disclosed in its Annual Report of the related party transactions based on the criteria that govern such transactions in IFRS.

For details on the Board Committees, their constituents, and roles and responsibilities, please visit the e& **website**.

## Ethics and Compliance

**e& is fully committed to doing business in accordance with the highest standards of ethics and integrity, with professional business principles and in compliance with legal and regulatory rules and standards. To protect e&'s reputation, foster business and stay competitive in markets in which we operate, we adhere to national and international laws, standards, and best practices.**

### Compliance

e&'s Corporate Compliance programme provides assurance with applicable laws and regulations. Across the Group, a set of policies lays the foundation of our ethics, integrity and compliance including the **Code of Conduct**, **Anti-Bribery and Anti-Corruption Policy**, Gifts, Entertainment and Hospitality Policy, Conflicts of Interest Policy, and Due Diligence and Engagement Policy. e& undertakes risk assessments to ensure compliance with all rules and regulations that form part of applicable UAE and international laws within the scope of the Corporate Compliance programme. e& has a Corporate Compliance Steering Committee, which consists of ten CXOs. The Committee focuses on all major ethics and compliance issues and meets on a quarterly basis.

e& provides all the necessary guidance to e& departments and employees on inquiries related to compliance topics. To ensure e& policies are accurately implemented across the organisation, reviews, assessments and audits implementations on control and risk management systems are regularly conducted.



The Corporate Compliance team also drafts and updates policies, develops monitoring and control mechanisms, and training programmes, to ensure e&'s employees and third parties comply with ethical conduct.

e& has an ongoing and professional working relationship with the TDRA and all other relevant industry stakeholders. In addition, e& participates in industry consultations and ensure that all departments are aware of any changes to the existing regulatory landscape. e& takes part in industry group meetings with



the regulatory authority relating to future market changes and developments.

Mandatory training sessions are regularly provided to all employees working in departments covering the legal and regulatory landscape, thus, helping us achieve greater awareness on the compliance governance policies and controls. To ensure awareness of compliance governance policies throughout the organisation, e& selects compliance partners for each department at e& and engages with them regularly throughout the year and through an annual Corporate Compliance Partner gathering. These compliance partners are in turn responsible for guiding their peers on compliance governance. Another edition of the annual Corporate Compliance away day was organised, at which three highly respected compliance

and investigations professionals addressed e&'s entire Senior Management and several mid-level managers on topical ethics and compliance issues.

### Code of Conduct

e&'s publicly available **Code of Conduct** covers topics such as bribery and corruption, gifts, entertainment and hospitality, conflict of interest, and money laundering and is communicated to all employees. Our Code of Conduct extends to all stakeholders (including but not limited to employees, directors, contractors, suppliers) working for and with e&, independent of their role, rank/responsibility requiring them to comply with the Code in their day-to-day operations and take actions that will preserve the trust that our customers and society place with us.

All employees are required to attest to having read and acknowledged the Code of Conduct each year. We also conduct an online Code of Conduct awareness campaign each year to educate all our employees on the Code of Conduct. e& expects suppliers and third parties to uphold the same standards and to act ethically as set out in the Code of Conduct.

### Transparency, Anti-corruption, and Anti-bribery

e& has zero tolerance for corruption or bribery and is committed to maintaining an effective compliance programme to address bribery and corruption risks.

At e&, there are several robust internal policies and procedures aimed at preventing

corruption. The company's commitment to combat corruption and bribery is reflected not only in the **Code of Conduct**, but also in the **Anti-Bribery and Anti-Corruption Policy**, Gifts, Entertainment and Hospitality Policy, Conflicts of Interest Policy, and Due Diligence and Engagement Policy. Anti-Bribery and Anti-Corruption Policy confirms e&'s compliance to applicable international anti-bribery and anti-corruption laws and standards, including concepts familiarised in, but not limited to, the US Foreign and Corrupt Practices Act (US FCPA) and the UK Bribery Act (UKBA). Furthermore, as a UAE listed company, e& adheres to the UAE Penal Code (Federal Law No.3/1987) and regulations that aim to prevent bribery and corruption. All employees must demonstrate commitment to compliance by ensuring they attest to having read and understood all relevant e& policies. In addition to these efforts, we are currently in the process of obtaining ISO 37001:2016 certification for our internal anti-bribery management systems, outlining the importance we place on ensuring we conduct business ethically and transparently.

In 2020, Deloitte Audit and consulting completed an audit on behalf of e& Internal Audit of the Anti-Bribery and Anti-Corruption (ABAC) programme, across its operations. The audit covered the comprehensiveness & completeness of policies & procedures, risk assessment, compliance maturity assessments, training & awareness programmes, and reporting & investigation. Recommendations for improvement were provided and plans of action were put in place being monitored by e& Corporate Compliance.

e& conducts ongoing Anti-Bribery and Anti-Corruption awareness campaigns and has developed an Anti-Bribery and Anti-Corruption e-learning training module which all e& employees are required to complete. In



addition, Code of Conduct refresher Training Module was launched in May 2021. Further, the Corporate Compliance team works with high risk business units to improve their controls and train employees in these business units to heighten their awareness of bribery and corruption issues. In 2021, all e& business units within the UAE were analysed regularly for risks related to bribery and corruption as part of our risk assessment process.

To mitigate the risks associated with corporate gifting and entertainment, we have launched a Gifts, Entertainment and Hospitality Register, with the requirement for all employees to transparently log requests in order to offer or accept the receipt of gifts, or to provide entertainment or hospitality to guests. This register is regularly reviewed by the compliance team with any requests falling outside the permissible scope declined.

To ensure familiarity with our values and internal policies, all new employees joining e& are also required to undertake compliance training and sign our internal acknowledgement and disclosure statement, which requires them to disclose any conflict of interest issues they may have. This disclosure statement also includes compliance clauses strictly prohibiting our employees to commit or partake in any form of bribery and corruption.

e& strives to work only with ethical business partners and requires any potential business partners to meet the standards of all applicable laws and regulations as well as abiding by e&'s ethical business principles.

### Whistleblowing Policy

e&'s whistleblowing process monitors and reports any potential non-compliance incidents. It is a formal anonymous whistle-blowing system with legal protection. The process promotes openness in the workplace and encourages employees to report instances of unethical behaviour, actual or suspected fraud, and violation of e&'s policies, processes. The received information is categorised to better understand the types of inquiries and complaints, the sources, and their frequency. In turn, this enables an appropriate and timely recommendation or remediation strategy. The process is outlined within the e& Whistleblowing Policy.

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

e& has in place a mandatory anti-bribery and anti-corruption training programme focusing on ethical business conduct. By end of 2021, 85 percent of all full-time and part-time employees have completed the training.

In 2021, a total of 59 reports were received by the Internal Control and Audit department through the whistleblowing channels, compared to 52 received in 2020 and 59 received in 2019. A total of 13 concerns were received by the legal department through an internal monitoring system.

**right  
the wrong**

#### How to report a concern:

✉ whistleblower@etisalat.ae  
groupwb@etisalat.ae

☎ +971 (0) 4 800 2002

### Anti-competitive Practices

e& promotes fair competition and is committed to combatting anti-competitive practices and behaviour in line with applicable legislations and regulations. In 2021, no claims were raised against the company for anti-competitive behaviour, anti-trust, or monopoly practices.

In addition to the training and awareness sessions provided to staff as part of the compliance governance framework, e& also conducts mandatory tailored awareness sessions and knowledge-based learning covering competition topics in line with fair competition policies, practices, and procedures which cover the full spectrum of the legal and regulatory landscape.

### Combating Fraudulent Activities

To prevent revenue leakages, e&'s Revenue Assurance Function has a dedicated Fraud Management team, responsible for monitoring and addressing subscription fraud and revenue leakage.

As part of the Anti-Fraud Programme, e& conducts employee training and awareness campaigns that cover the risks of fraudulent activities and equip employees with the knowledge and skills to detect fraudulent transactions.

In 2021, a Fraud Awareness Week Campaign was launched which broadcasted messages to all e& staff through various means on the importance of protecting e& interests from all fraudulent activities.

### Human Rights

e& is a UNGC signatory and upholds its support to the UNGC's 10 principles that are derived from the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

e& follows a zero-tolerance commitment with regards to human rights violation within the value chain. e& reserves the right to terminate business with suppliers that breach these policies as well as suppliers that fail to take corrective action within an agreed timeline. Further information regarding human rights assessments in the supply chain is provided in [Supply Chain Management](#).





# Business Continuity & Enterprise Risk Management

To further enhance our risk oversight in line with the Emirates Securities and Commodities Authority (SCA) regulations, the Board established a Risk Committee dedicated to risk management activities, which was previously part of the Audit Committee's functions. The Board delegates the ownership and responsibility for operating risk management and control to the e& CEO and senior management.

e& also enhanced governance through the constitution of a Group Enterprise Risk Management Committee (ERMC), with the objective of further improving the coordination and standardisation of risk management activities across all our activities and operations. The Group ERMC is chaired by the GCEO.

In support of the risk management mandate, Internal Control (Group ERM) continuously engages with teams across the Group to maintain risk management practices in line with the Board approved Governance structures.

Our risk management governance structure consists of the following key elements, namely:

Internal Control Charter

Enterprise Risk Management Policy

Enterprise Risk Management Framework (ERMF)

Risk Appetite Framework (RAF)

Enterprise Risk Management Committees (ERMC)

Risk Committee

The consistent adoption and application of the charter, policy, frameworks, and governance structures has facilitated the effective management and mitigation of risk throughout the Group. These structures facilitate the identification, assessment, monitor, and review of key risks that could materially affect our business, financial performance and reputation, and seeks to reduce risk exposures down to acceptable levels.

Significant risks at a UAE and international level, along with any new and emerging risks, are reviewed on a quarterly basis at the UAE and international ERMC meetings, respectively. The ERMCs meet quarterly to review important risk-related information, including risk profiles, action plans and key risk indicators. A consolidated UAE and International risk profile is tabled at the Group ERMC, for onward tabling at the Risk Committee.

The Board of Directors provide direction to the senior management by setting e&'s risk appetite. The RAF provides an overview and guidance in developing and implementing risk appetite and tolerances across the e&. This framework is aligned to and should be read in conjunction with the ERMF and Internal Control Charter as approved by the Risk Committee.

Throughout 2021, the main risks posed to e& fell under the categories of strategic challenges, operational threats, compliance challenges and financial threats.

e& successfully navigated these risks through proactive scanning of risk horizons, implementing, and monitoring mitigation strategies and reducing risk exposures in accordance with our risk management governance framework.

In support of further embedding a culture of risk management, an Integrated Risk Management System has been implemented that aligns activities across the ERM, Compliance, Internal Audit and Combined Assurance functions.

The Internal Control function provides management and the risk committees with reasonable assurance that the significant risks affecting the organisation are identified, assessed and where appropriate, mitigated. It allows management and risk committees to increase efficiency and effectiveness of operations, assist in decision-making and create greater risk awareness. Further, e&'s annual internal audit plans are aligned with the top risks to ensure adequate assurance is provided in the fiscal year. The annual internal plan is reviewed and updated regularly through a formal process to address any changes to the organisation's risk profile.

## Strategic Challenges

Geopolitical Threats  
Macroeconomic Conditions  
Over-the-Top (OTT) Operators

## Operational Threats

COVID-19 Pandemic Risk  
Cyber Security  
Competition and Pricing Pressures  
Service Continuity

## Compliance Challenges

Regulatory Challenges and Uncertainties  
Litigation

## Financial Threats

Foreign Exchange Exposures  
Other Financial Exposures





TDRA Sada Al Barq

Etisalat abides by the UAE TDRA regulations. Each year, the TDRA holds the Sada Al Barq exercise for the National Emergency Telecommunication Plan, under the initiative “Telecom business continuity in emergency, crisis, and disaster,” which serves TDRA’s strategic goal in the UAE and helps implement a regulatory framework that stimulates competition and develops the quality of services provided. Sada Al Barq has gauged the sector’s readiness to handle unexpected, unusual, and concurrent events, to show efficiency of procedures and viability of operations with emergencies and crises and demonstrate the ability to deal with unusual and concurrent circumstances. In this year’s Sada Al Barq exercise, e& scored 95 percent.

National Telecom Emergency Management Plan

In alignment with the TDRA’s National Telecom Emergency Management Plan, we arrange annual campaigns for disaster recovery and business continuity rehearsals, focusing on our critical services and systems. The rehearsals include cyber security scenarios that simulate massive virus outbreaks, unavailability of data centres, infrastructure, and critical services. The outcomes of the rehearsals and simulations are shared with stakeholders with an action plan and recommendations for improvement. In 2021, we developed and maintained all the TDRA mandates for securing critical telecommunication functions. We submitted 13 action plans for recommendations and improvements, which all received formal approvals by the TDRA. In 2021, e& scored 100 percent in the TDRA assessment.

Telecommunications Regulatory Violations and Penalties

Each year, the TDRA audits Etisalat’s operations and performance. In our latest audit, e& scored excellently:

100%

in the TDRA audit for National Telecom Emergency Management Plan.

100%

in the National Critical Buildings Resilience and Security audit.

100%

in e&’s response to Incidents and Crisis.

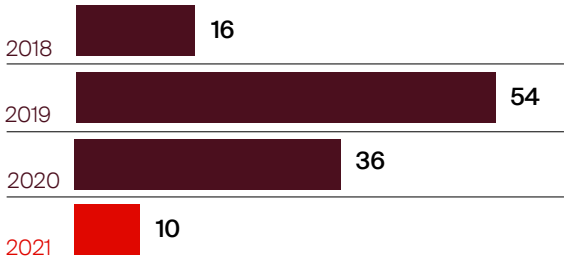
95%

in the latest Sada Al Barq audit by the TDRA.

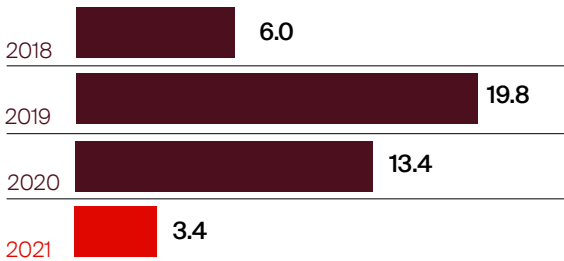
The number of incidents of non-compliance with telecommunications laws and regulations was reduced from 36 in 2020 to 10 in 2021 – a 72 percent reduction. These violations were related to non-compliance in the areas of mobile spamming (five incidents), mobile SIM registration (two incidents), mobile number portability (two incidents) and two other incidents (spoofing and mobile device theft). The fines and settlements relating to these violations amounted to AED 3.4 million – a 75 percent reduction compared to the previous year. e& has dedicated teams that have addressed the violations to the satisfaction of the TDRA. This includes implementing adequate controls to eliminate recurrence of any such violations.

The company’s regulatory and commercial functions operate on a continuous basis with cross-departmental teams dedicated to achieving on-going regulatory compliance requirements to the UAE Regulatory Framework. In 2021, seven cases by e& staff and other entities were filed against the company in a court of law. The monetary results of these cases totalled AED 2.15 million. e& itself filed six cases against staff and other entities, for a total of AED 6.404 million.

Total incidents of non-compliance with laws and regulations (TDRA violation decisions)



Total amount of legal and regulatory fines and settlements (AED million)



	Cases filed against e& in 2021	Cases filed by e& in 2021
Number of Cases (#)	7	6
Total monetary value (AED)	2,152,779	6,404,120

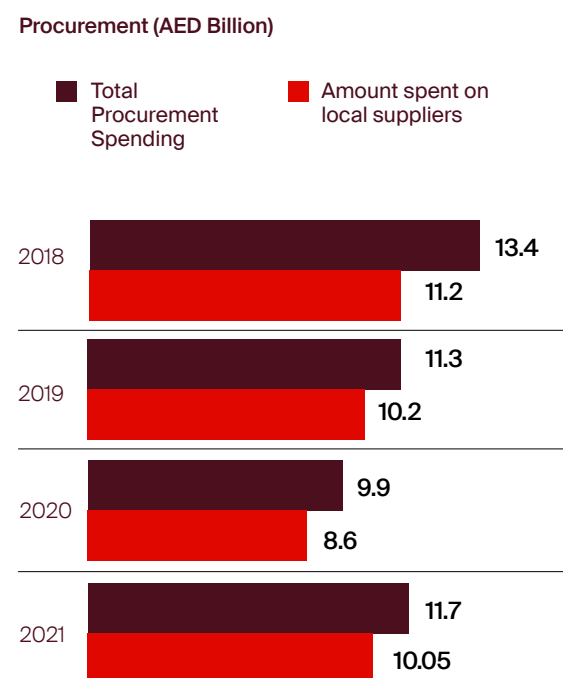


# Sustainable Procurement Practices

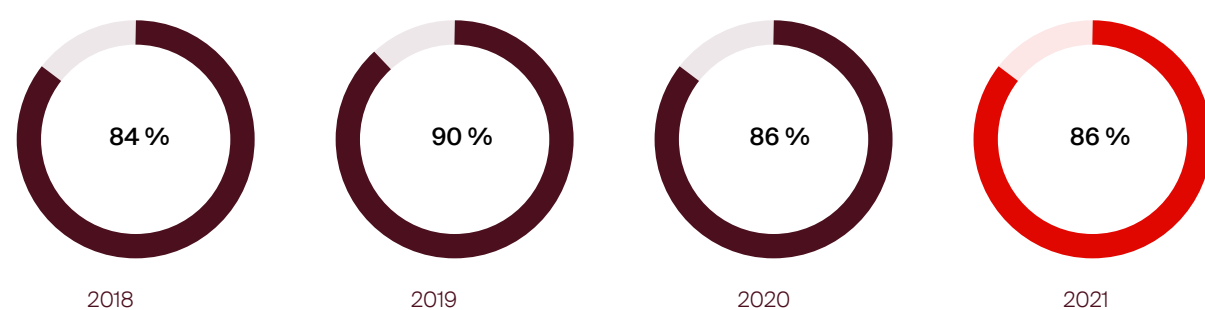
e& is committed to maintaining a sustainable business model. Our supply chain is an essential aspect of our business model and business continuity. Therefore, we aim to maintain a strong and valuable relationship with our suppliers and vendors.

## Local Procurement

As part of the supplier selection process, preference is given to local suppliers. e& aims to source locally whenever possible, in line with our commitment to positively contribute to the UAE Vision 2021. In 2021, total procurement spending amounted to AED 11.7 billion, of which 86 percent was spent on locally based suppliers.



% Of total procurement spending on local suppliers



## Supply Chain Management

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

Supply Only

Supply, Installation, Testing and Commissioning

Construction and Structure

The SICETs include clauses relating to environmental and social aspects. In addition, all suppliers and vendors are expected to comply with applicable UAE laws and regulations, in addition to the [Code of Conduct](#). This ensures that not only e& but also its suppliers and vendors are fully committed to doing business in accordance with the highest standards of ethics and integrity, and legal and regulatory standards.

The company assesses strategic suppliers based on different criteria in an annual supplier performance evaluation. Such criteria include size of business, quality of project and service performance, timeline on project, and compliance to e& terms and conditions. Further, in 2022, a Supplier Risk Assessment and Due Diligence will be deployed. e& suppliers must comply with the anti-corruption practices as stated in our SICETs. Any breach in the practices would result in instant termination of the supplier contract with e&. The suppliers

are expected to conform with all aspects to the laws, regulations, by-laws of all local and duly constituted authority.

## Supplier Audits and Assessments

We evaluate strategic suppliers taking into consideration their ongoing technical and commercial performance as well as the contractual and In-Country Value (ICV) score in line with the UAE government programme that aims to boost economic performance and support local industries by redirecting higher portions of public spending into the national economy.

Supplier risk assessment and due diligence screening has been undertaken and is expected to be implemented in 2022.

As part of our environmental efforts towards resource conservation, we have automated several of our processes as part of digitalisation and digital transformation journey. For more information on our digitisation efforts, refer to [Digitisation](#).



# 04

## Empowering People

### Our Ambition

Our people are the foundation of our success, providing the knowledge, skills, and dedication we need to achieve our long-term business objectives. Our ambition is to be the best place to work, an organisation that is focused on the employee experience that attracts and retains top talent from all over the world who live and share our values. By implementing global best practices, we are dedicated to developing our people to drive productivity, quality, innovation and ultimately achieve our strategic goals.

3

GOOD HEALTH AND WELL-BEING

TARGET 3-8

ACHIEVE UNIVERSAL HEALTH COVERAGE

TARGET 3-B

SUPPORT RESEARCH DEVELOPMENT AND UNIVERSAL ACCESS TO AFFORDABLE MEDICINES

TARGET 3-D

IMPROVE EARLY WARNING SYSTEMS FOR GLOBAL HEALTH RISKS

4

QUALITY EDUCATION

TARGET 4-3

EQUAL ACCESS TO AFFORDABLE TECHNICAL VOCATIONAL AND HIGHER EDUCATION

TARGET 4-4

INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

TARGET 4-5

ELIMINATE ALL DISCRIMINATION IN EDUCATION

TARGET 4-7

EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP

5

GENDER EQUALITY

TARGET 5-A

EQUAL RIGHTS TO ECONOMIC RESOURCES, PROPERTY OWNERSHIP AND FINANCIAL SERVICES

TARGET 5-B

PROMOTE EMPLOYMENT OF WOMEN THROUGH TECHNOLOGY

TARGET 5-C

ADOPT AND STRENGTHEN POLICIES AND LEGISLATION FOR GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

TARGET 8-5

FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

TARGET 8-6

PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

10

REDUCED INEQUALITIES

TARGET 10-1

REDUCE INCOME INEQUALITIES

TARGET 10-3

ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION





# Talent Attraction, Retention and Development

## Employees – At the Heart of Everything We Do

At e&, our people are at the very heart of our success as a business, driving growth and helping us achieve our strategic objectives. To ensure our people perform their best every day, we have a strong focus on personal and professional development, providing a wide range of learning and development opportunities.

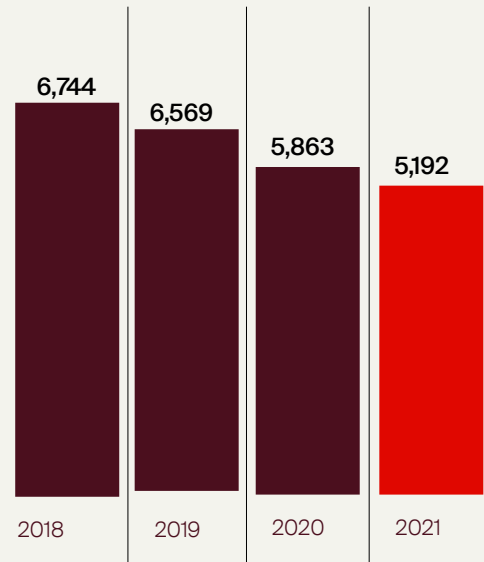
We have an “always on” listening approach, meaning we regularly provide opportunities for our people to give feedback and be involved in decision making.

e& also has an ongoing employee wellbeing programme to maintain a supportive working environment. This year as part of our wellness initiatives, we celebrated World Mental Health Day by giving employees a four-hour mental health break and hosting a series of expert-led workshops and wellness sessions to help employees de-stress and focus on mindfulness.

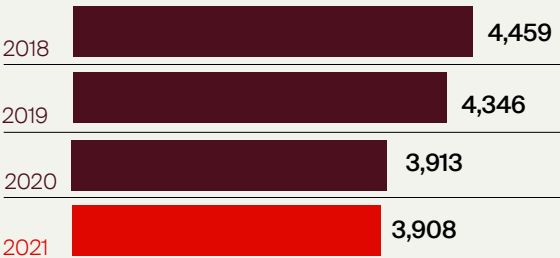
### Our people – An overview

We are proud to have a workforce of 5,192 people, of which 75% are on indefinite contracts and 25% are on fixed term contracts. Of the total workforce on indefinite contracts, 24% are female and 76% are male.

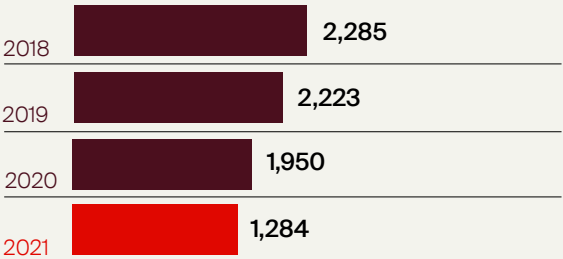
Total number of employees (excluding trainees, students, and outsourced employees)



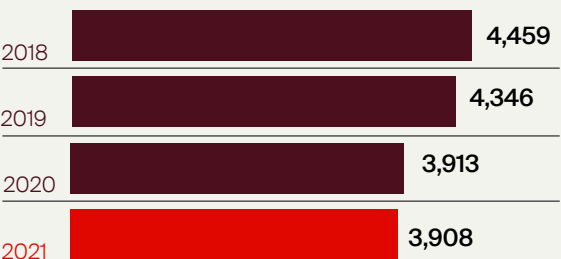
### Full-time employees



### Employees on a fixed term or temporary contract

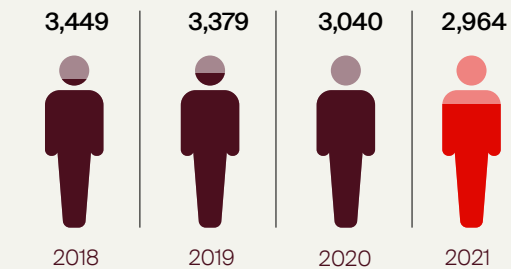


### Employees on an indefinite or permanent contract

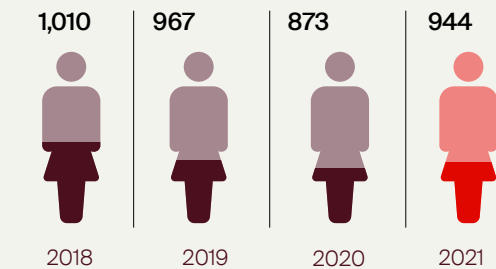


Workforce Overview	2018	2019	2020	2021
By employment level				
Senior management	63	69	58	66
Middle management	1,168	1,168	1,118	1,140
Employees	3,228	3,109	2,737	2,702
Workforce age profile				
Workforce by age 18-30	311	282	248	302
Workforce by age 31-50	3,726	3,612	3,241	3,125
Workforce by age 51+	422	452	424	481

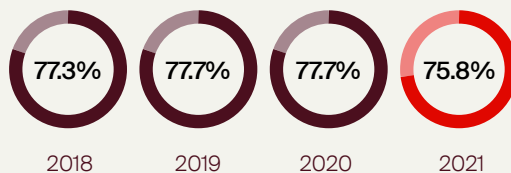
### Number of male employees



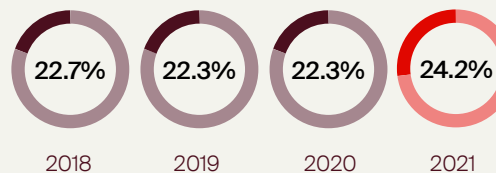
### Number of female employees



### Percentage of male employees



### Percentage of female employees





Attraction and Retention

e&'s talent management strategy focuses on hiring the right people, retaining key talents, and developing our people through effective succession plans. The hiring process includes robust assessment and selection methods which also promote a diverse and inclusive high-performing culture throughout the organisation.

In 2021, a comprehensive talent profiling and role identification process was undertaken for the top two leadership levels. The selective,

strategic approach ensures there are ready successors for key identified positions and protects the business from sudden, unexpected change, reveals opportunities and highlights skills at leadership levels.

The career website was also revamped to simplify the application process and provide a seamless experience for potential talent.



Hiring and Turnover	2018	2019	2020	2021
New employee hires by employment level				
Senior management	0	1	1	4
Middle management	44	43	12	36
Employees	119	118	34	151
New employee hires by gender				
Female	48	26	14	110
Male	115	136	33	81
New employee hires by age				
Workforce by age 18-30	50	36	17	117
Workforce by age 31-50	110	124	28	71
Workforce by age 51+	3	2	2	3
Employee turnover				
Turnover rate	5.6%	6.5%	11.8%	5.1%
Total number of employees who left the organisation	248	282	487	197
Turnover by employment level				
Senior management	2	1	12	5
Middle management	58	70	87	44
Employees	188	211	388	148
Turnover by gender				
Female	68	69	108	39
Male	180	213	379	158
Turnover by age				
Workforce by age 18-30	31	18	15	14
Workforce by age 31-50	161	188	313	128
Workforce by age 51+	56	76	159	55





People Capability Building

Ensuring our people have the resources and skills to perform at their best is one of our key focuses. e& provides employees with a comprehensive learning and development programme to enhance their competencies and knowledge, building a technologically savvy workforce in line with our vision. e& sees continuous learning as an opportunity to expand skillsets, increase knowledge retention, generate new ideas and perspectives, boost morale and improve overall employee performance. e& relies on best-in-class AI learning technologies and is committed to deploying intelligent learning solutions to address current skills gaps and to cater to future opportunities.

Learning and Development

Clear career pathways are established and employees are encouraged to pursue certifications from top academic institutions to support their progression.

Each year, the Training Need Analysis exercise is conducted to determine our people's development needs. 2021 was the first year that the Training Need Analysis exercise was expanded to cover both outsourced and full-time employees, of which 100 percent was successfully completed, exceeding the target of 80 percent. At least 85 percent of employees took advantage of the available training opportunities in 2021.

In 2021, a full capability building programme was developed for all transformation stakeholders to ensure that they are equipped with the right skills and capabilities to drive the significant transformation that the organisation is undergoing. This was implemented through more than 24 live virtual workshops with external thought leaders and more than 300 hours of learning completed, learning topics focused on those behaviours required to lead change effectively.

In 2021, the average training days achieved for all employees in e& was 5.8, exceeding the global benchmark of 4.2 days defined by the Association for Talent Development (ATD) – a 137% achievement against the target.

This year, over 163,000 training hours were delivered to e& employees, with each employee benefiting an average of 40 training hours. Of these, an average of 3.9 hours per employee was focused on Sustainability.

iQra - learning in the flow of work

In partnership with Edcast, e& created an AI-powered learning platform – known as iQra. iQra brings curated, personalised learning content to all our employees, and can be accessed on any device, anytime and anywhere. It is available to all e& employees and has over 50,000 courses. It supports microlearning, gamification and encourages learners to become leaders with access to peer-to-peer learning. In 2021, iQra was extended to certain markets in our operations. In 2022, we aim to expand the service across the entire e&.

e& employees were provided with virtual learning tools and experiences through the LinkedIn Learning platform and other online training courses. Employees also have access to the Online Learning Portal- Skillsoft, Pluralsight, and Linux Academy for them to learn and develop their knowledge and skills, at their own pace.

The company also provides a series of learning and development programmes with a special focus on UAE Nationals. In 2021, the average training days for Emirati employees was 6.5 exceeding the target of 5 days. For more information on these programmes, refer to the **Emiratization** section.

In 2021, executive development workshops were launched for CXOs at e& to ensure we are holding our executives to the highest bar and role modelling great leadership for our people.

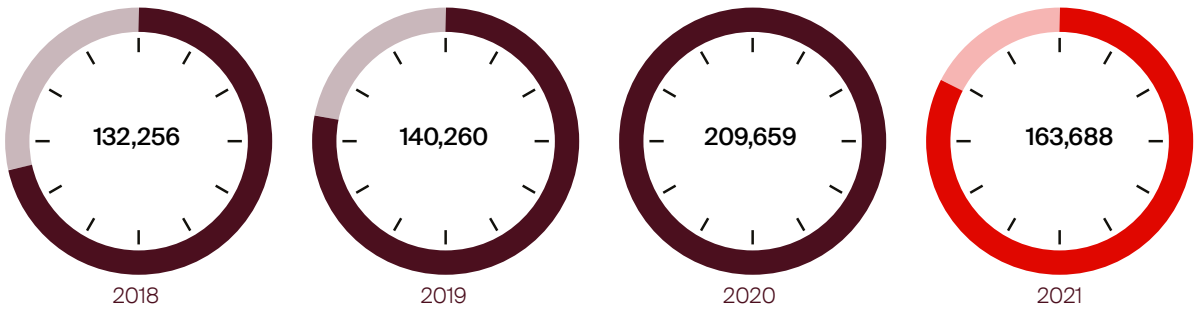


GOLD Future-Ready Leaders

In 2021, we launched the **e& Group Organisational and Leadership Development (GOLD)** programme which is a 12-month leadership development journey to build future ready leaders. The programme was developed in partnership with Emeritus, a leading provider of executive education, and brought together the world's best business schools for a curated, customised, and blended learning experience. In 2021, 115 leaders of e& were selected to take part in GOLD programme.



Total number of employees (excluding trainees, students, and outsourced employees)



Learning and Development	2018	2019	2020	2021
Average hours of training per employee	31.2	32.3	50.7	40.0
Average hours of training per female employee	27.8	34.3	60.7	47.0
Average hours of training per male employee	32.2	31.7	47.9	37.0
Target employees	4,236	4,346	4,132	3,908
Training sessions				
Total workforce participating in training	12,947	15,682	92,110	70,205
Number of females participating in training	2,973	3,989	25,417	22,058
Number of males participating in training	9,974	11,693	66,693	48,147
Training hours on sustainability	13,464	9,770	16,692	15,600
Training hours per employee on sustainability aspects	3.0	2.2	4.0	3.9



Engagement & Satisfaction

The focus in 2021 has been on understanding what our people need to succeed and adapting our processes and interactions to improve people’s everyday experiences accordingly. More importantly, we want our people to have a voice in the organisation. To foster an “always on” listening environment, we have deployed cutting edge technology to capture employee feedback in an open and transparent manner.

Our new AI-powered pulse survey e& Employee Voices was launched in 2021 and provides leadership with regular insights from different perspectives on a range of issues they can then use to make people-first decisions.

Adapting to the new normal, e& has embraced the ‘new normal’ driven by the ongoing COVID-19 pandemic, extending our remote working options for working mothers, introducing flexible work options and implementing flexible work schedules.

“Work from Anywhere Benefit”, launched this year, allows employees to work from anywhere across the globe for five working days annually and can be combined with annual leave, ensuring employees can spend quality time with their families and friends while also balancing careers.

In 2021, e& encouraged all employees to work remotely during the last ten days of the Holy Month of Ramadan. Ramadan is a spiritual time of reflection, and we wanted our people to spend quality time with family, relatives, and friends during this period.

e& constantly looks for new and innovative ways to keep employees motivated and engaged, recognising that it is key to overall

business performance and achieving corporate objectives. Throughout the years e& has created an exceptional employee experience, based on promoting and driving a performance-driven culture where open

**e& Employee Voices: “Always on” Listening Strategy**

e& is continually looking at improving employee engagement, loyalty, and experience. 2021 proved to be a transformational year in raising employee engagement at the organisation with the launch of “e& Employee Voices” - our new pulse engagement survey.

Powered by Glint using artificial intelligence, we got fully confidential feedback from our employees. We equipped leaders with real-time dashboards to help examine data from multiple perspectives, take action accordingly, and foster a continuous feedback culture.

feedback is encouraged and employees are given regular opportunities to voice their concerns, and have those concerns translate into concrete actions.

We are proud of our engagement results in 2021, with the overall employee engagement survey score standing at 79 percent. The indicators for Company Direction and Manager scored the highest within the survey, with 81 percent satisfaction.



2. Digital Transformation and Innovation

3. Accountable Business Practices

4. Empowering People

5. Environmental Management

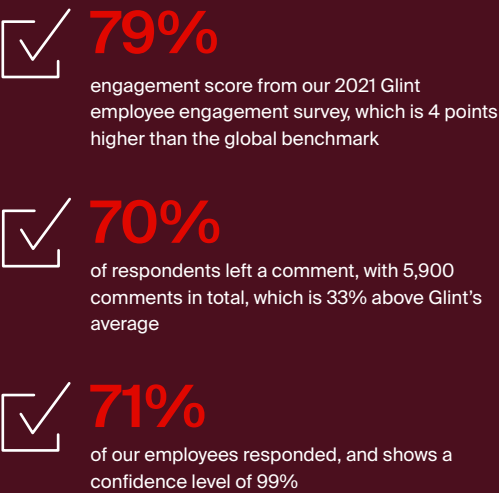
6. Connecting Communities

67

e& Employee Voices: “Always On” Listening Strategy

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How was e& Employee Voices Different?

**INCLUSIVE**

e& Employee Voices was open to all employees of Etisalat UAE - both full-time and outsourced - for the first time and coming to our operating companies in 2022.

**MORE FREQUENT**

Regular surveys (known as ‘pulses’) encourage more frequent, meaningful conversations.

**CONCISE**

With reduced questions that are carefully crafted to be kept short and concise, employees can share feedback more often while saving time.

**CONFIDENTIAL**

Confidentiality is guaranteed through the platform so that our people can tell us what really matters, as we nurture a culture of trust.

**ACTION**

Regular pulses allow us to have frequent conversations and drive timely action for impact.

Strengths

- Finding purpose in the work
- The future at e&
- Being treated respectfully at work

Opportunities

- Growth and mobility within the company
- Ability to voice concerns
- Being appreciated more



## Feedback Mechanism, Rewards and Recognition Programmes

Rewards and recognition programmes at e& focus on employee engagement and happiness that are aligned with our business objectives. These programmes create healthy competition among employees and assist in achieving business targets.

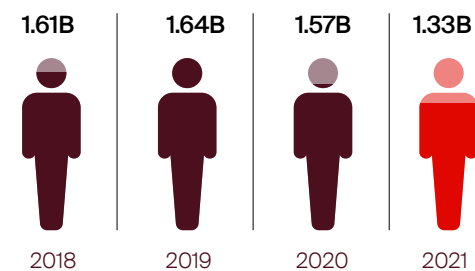
# 281 employees

were awarded long service awards in 2021

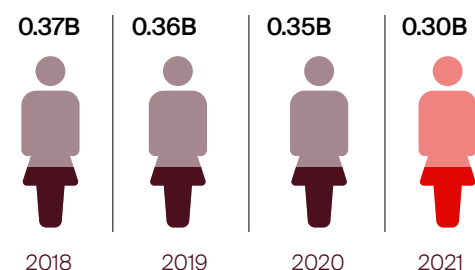
Salaries Paid (AED Billion)



Salaries Paid (Male)



Salaries Paid (Female)



## Compensation and Benefits

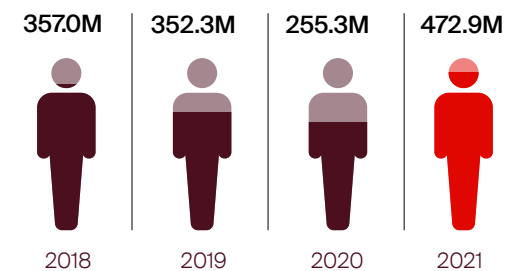
e& believes that a skilled, motivated, and engaged workforce is essential to achieving the company's growth ambitions. Fair and competitive compensation and benefits are essential factors in achieving this.

This is done by aligning key benefits and allowances to the market to ensure market parity and drive operational efficiency. Benefits include, but are not limited to, health insurance, parental leaves, paid time off, and different paid incentives programmes. In 2021, salaries paid totalled over AED 1.6 billion, while benefits exceeded AED 526 million. In 2021, the ratio of the average male to female salary was 1:0.7.

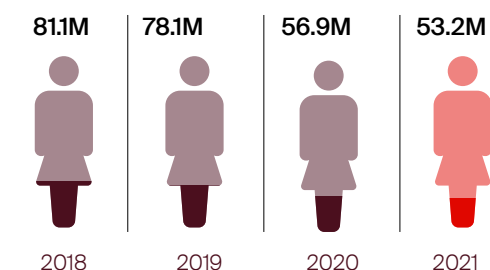
Benefits Paid (AED Million)



Benefits Paid (Male)



Benefits Paid (Female)



# Diversity & Equal Opportunity

**e& is an equal opportunity employer and has established policies and processes in place to ensure employee inclusivity and to ensure candidates are selected for open positions on a merit basis.**

Last year, we launched a pillar dedicated to Diversity, Equity, and Inclusion (DEI) to raise awareness around the subject and drive the DEI goals of the organisation. The company believes in the strength of its diversity and fosters a socially and morally inclusive workplace to drive the digital future with an innovative and engaged workforce. 2021 was the first year we had total equity across genders on all benefits and policies.

Gender equity was a key focus in 2021, with our highest ever female employment rate (24%), which is an 8.1% increase year-on-year. The highest growth was in our top management with a 50% increase of women in Vice President roles and above. e& also saw a 63 percent decrease in female turnover last year. As of 2021, we have employed 15 people of determination working in various departments and are working with strategic partners to enhance our work environment and raise awareness on people of determination and disabilities within the organisation.

The HR Manual, available and applicable to all employees, covers in detail the company's stance on providing equal employment opportunities, the commitment to employ the best talent for approved positions, and the engagement in effective talent management practices. Topic 4 in the HR Manual specifies

all articles related to promotions, ensuring that lateral and vertical movement within the organisation is carried out according to eligibility through the internal talent acquisition process.

We ensure equal opportunities and access for all. For example, via the iQra learning platform and other special online channels, we conduct awareness sessions on e&'s Code of Conduct, which also covers non-discrimination. iQra also contains over 1,700 items of content relating to 'equal opportunity employer.' All employees are encouraged to take initiative and participate in the modules to be well-informed.





Female Empowerment

e& promotes gender equality and empowers women, actively encouraging women's participation across all business levels. Our equality policies ensure female rights are protected and exercised, and that our working culture supports female employees.

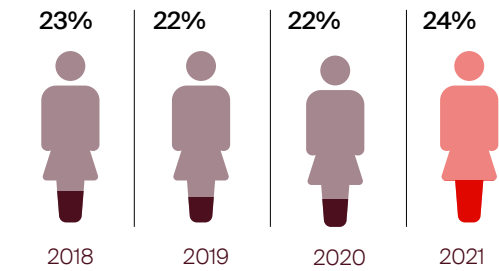
e& took several steps in 2021 to raise female representation in leadership positions and had a 50 percent increase in roles at vice president (VP) level and above. This was achieved by prioritising female appointments at top leadership levels, improving female demographics in critical roles and creating equal benefits across genders.

In 2021, e& recorded the highest female employment rate making up 24 percent of the workforce. The largest growth was a 67 percent increase of females in senior management. We provide equal opportunities and benefits for everyone, regardless of gender.

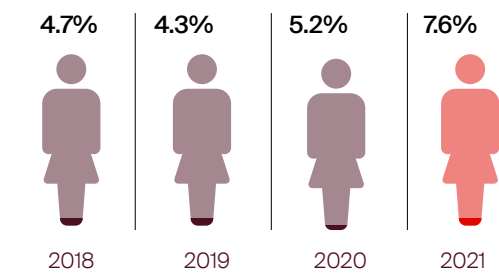
Number of female employees



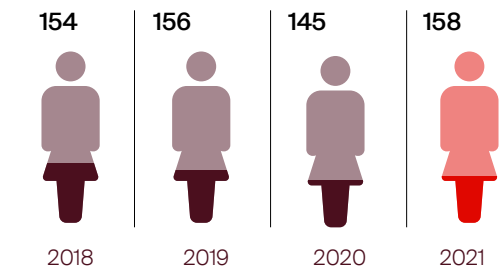
Female employment rate (%)



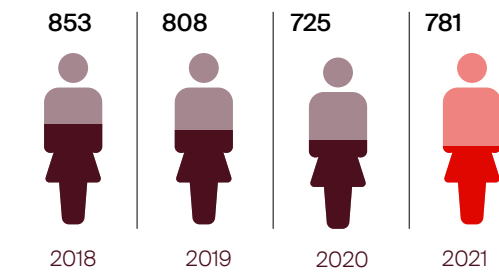
Females in senior management



Females in middle management



Female employees



This year, of the 42 female employees who took parental leave, 31 have returned to work. The return-to-work rate stood at 74 percent in 2021 and the retention rate was 95 percent, assuming that the 11 employees still on leave will return to work following their leave.

Maternity Leave	2018	2019	2020	2021
Number of female employees that took maternity leave	69	56	52	42
Number of female employees who returned to work after maternity leave ended (return to work)	69	56	41	31
Number of female employees returned from maternity leave who were still employed twelve months after return to work (retention)	64	56	40	29



Internal Grievance Mechanism

As a company we aspire to provide all employees with the opportunity to work in a supportive environment that encourages and facilitates exceptional performance and achievement of business goals. Therefore, grievance management guidelines were developed to eliminate the possibility of any detrimental effects arising from unresolved grievances. The guidelines ensure that all communication channels are open, and all employees have an adequate opportunity to express their grievances in a fair and transparent manner.

Grievance Mechanism	2018	2019	2020	2021
Number of performance grievances filed	58	64	31	56
Number of performance grievances where the rating was revised	9	12	4	9
Number of performance grievances resolved where the rating remained as it is	49	52	28	47
Number of employee grievances filed	3	3	3	0
Number of employee grievance addressed/ resolved	3	3	3	0
Incidents of discrimination	0	0	0	0





# Emiratisation

e& plays an important role in attracting, developing, and retaining UAE National talents. In 2021, we had a record increase in nationalisation across various levels and leadership roles.

In 2021, the learning and development network was strengthened with top-rated schools, colleges, and universities across the UAE. The company also participated in career fairs, recruitment campaigns, offered internship opportunities, work placements, summer placements, and training dedicated to Emiratis.

e& adopted a unique digital approach to attract top local talent - through a 'Thinkathon,' where participants were challenged to produce and present solutions to business cases; and a hackathon that tested their skills across eight hypothetical challenges in AI, IT security, data analysis, Python, machine learning, and programming.

e&'s focus on UAE Nationals' development and engagement strategies contributed to an exponential increase in organisational performance, and a significant cultural shift within the company. We are committed to developing Emirati employees by encouraging them to continue their studies, providing them with extensive training, as well as tailored coaching and mentoring programmes.

### AI Graduate Programme

Etisalat wants to see inspired and curious graduates develop their skills and adapt them to real life situations. In 2019, 40% of the digital transformation initiatives were supported by AI, and by 2025, AI is predicted to generate more than US\$3.5 billion in revenues across telecommunications, media, and entertainment.

### Our 9 Month Programme

With an aim to attract and recruit 100 UAE National graduates to drive the digital future, we launched the Etisalat AI Graduate Programme in 2021. The 9 month-long programme is delivered in 3 phases and in partnership with world-class education providers such as Udacity, Alliance, Harvard Business Review, MIT, LinkedIn, and Udemey. Each graduate receives a personal development plan, mentorship, coaching, and regular feedback.

### Our Tech And Power Skills Focused Cohorts

In September, the programme welcomed more than 35 Emirati graduates with a background and interest in AI, Machine Learning, IoT, Big Data and Analytics. Candidates were selected through a unique and innovative recruitment process including a first-of-its-kind hackathon.

This cohort was selected for a 9-month journey to gain work-based experience in multiple disciplines including Cyber Security, Data Science, Machine Learning, and Data & AI Strategy.

In December, we marked a historic Emiratisation milestone with the record intake of 103 graduates, exceeding our goal of recruiting 100 graduates by the end of the year. The new joiners were part of the AI Power Track, focusing on developing AI skills and nurturing power skills. This second cohort was selected through an intense 'Thinkathon' where

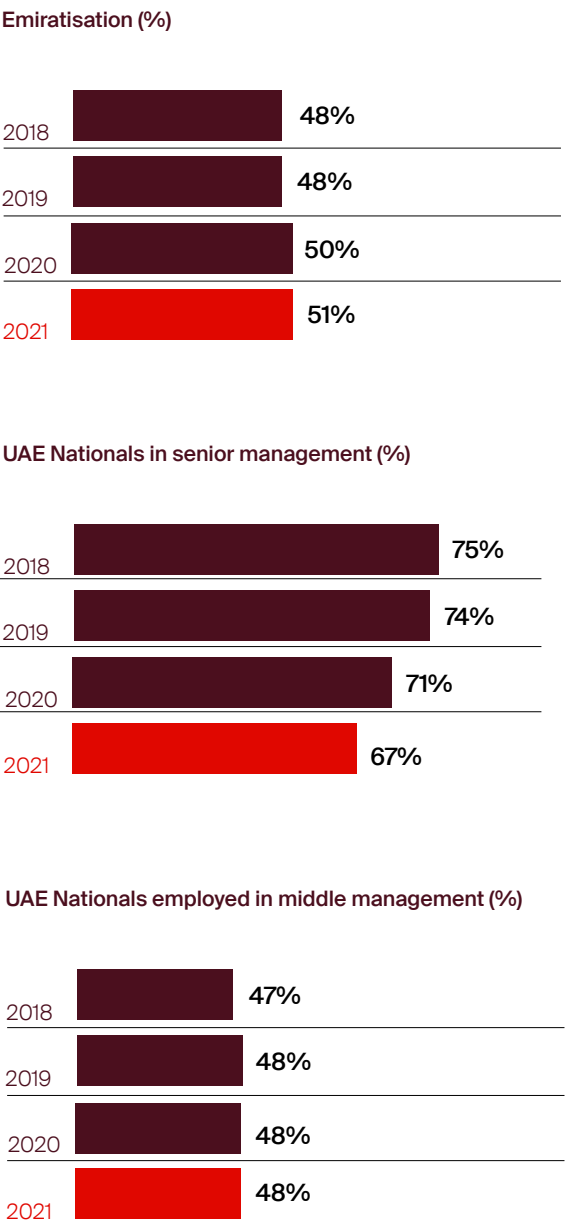
we challenged candidates to produce and present solutions to business cases. With onboarding of exceptional young talent and capabilities, Etisalat is further geared to deliver the vision 'to drive the digital future.'

Emirati graduates this year participated in a hackathon to be selected to our AI Graduate Programme, a nine-month expert-led AI developmental journey built to arm our future leaders with the technology, digital and power skills required for the future of work.

We are proud to acquire the best Emirati talent through our unique and innovative hackathon approach facilitated by digital assessments thus marking this year as "the year of the highest intake of Emirati graduates" in e&'s history.

Highest number of graduates on-boarded at 61 graduates in a single day, with 103 total graduates joining in 2021.

With each passing year, e& has stepped up efforts to attract local talent and develop the national workforce at all levels, paving the way for its local graduates and young people to become future leaders. In 2021, Emirati talent comprised 51 percent of the workforce – the highest Emiratisation rate in e&'s history. In addition, 67 percent of UAE Nationals hold senior management positions, followed by middle management at 48 percent. UAE National technical employees comprised 58 percent of the technical workforce, while 76 percent of UAE Nationals worked in sales. Emirati women accounted for 76 percent of the UAE National workforce.



Emiratisation	2018	2019	2020	2021
UAE Nationals technical employees in IT and Technology (%)	53%	54%	56%	58%
UAE Nationals in sales workforce (%)	72%	74%	76%	76%
UAE National females as percentage of total female workforce (%)	73%	73%	74%	76%





## 05

# Environmental Management

## Our Ambition

Our commitment to innovate and develop new and existing products that are more environmentally friendly is further supported by our drive to improve our processes and operations for better environmental efficiencies through energy and emissions, water, and waste management.

### 3 GOOD HEALTH AND WELL-BEING



### 7 AFFORDABLE AND CLEAN ENERGY



### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



### 13 CLIMATE ACTION







# Environmental and Energy Management

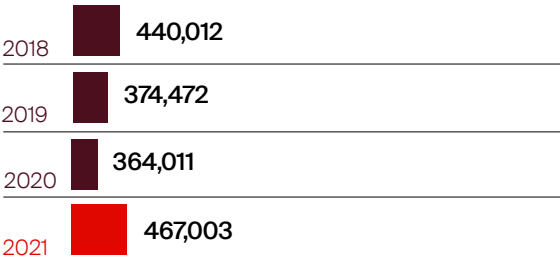
As a technology conglomerate, we are committed to managing our environmental impact and protecting natural resources. The **e& Environmental Management Policy** covers energy and water consumption and waste generation.

The Environmental Management System (EMS) is in place to encourage internal collaboration between all teams to create initiatives that promote environmental protection. In 2021, e& was re-certified for ISO 14001:2015 for environmental management for five of our largest high-rise buildings and one data centre. Moreover, three of e&'s data centres, Jebel Ali data centre, Al Ain data centre and Khazna data centre, have been constructed in compliance with ESTIDAMA, a building design methodology for constructing and operating buildings and communities more sustainably, and LEED minimum certification requirements.

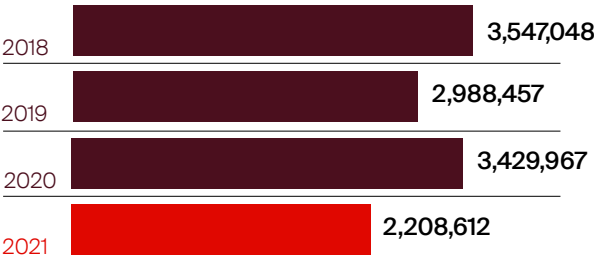
Further to this, e& has approved the establishment of a first-of-its-kind HSE Centre of Excellence, within the premises. The Centre will employ holograms, virtual reality, and augmented reality for trainings and collaborations.

e& is also in the process preparing the necessary documentation and processes to obtain ISO 50001 certifications for energy management to demonstrate the company's commitment to addressing its impact, conserving resources, and improving the bottom line through efficient energy management.

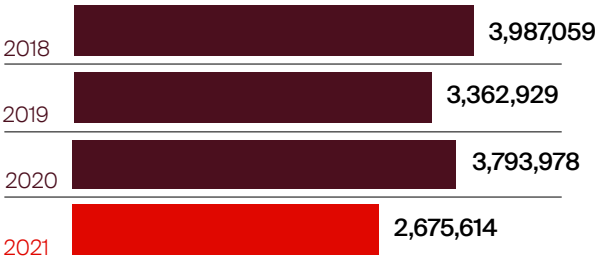
Total direct energy consumption (GJ)



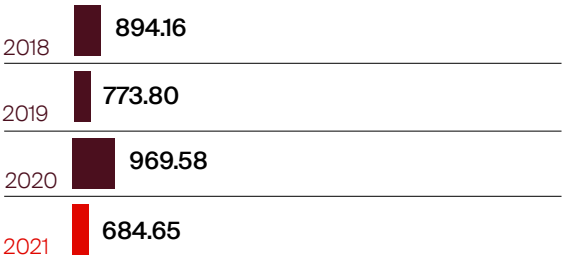
Total indirect energy consumption (GJ)



Total energy consumption (GJ)



Energy intensity (GJ/full time employees)



Every year, there are regular environmental assessments conducted across the branches and masts against the e& Environmental Management Policy. In 2021, we participated in Earth Hour, joining millions of others across the globe to raise awareness of the issues facing our planet.

Internally there is also an energy optimisation programme called ZIBRA conducted within administrative buildings, which automatically controls light schedules and Air Conditioning (AC) schedules. The high-rise buildings are also insulated to reduce heat in the summer. At the data centres, there is a containment solution to improve efficiency in cooling. Some of the data centres are also equipped with solar water heaters, Variable Frequency Drive (VFD)-driven cooling architecture, condensate water, and load optimised performance operation scheme on dynamic rotary uninterruptable power solutions.

In 2021, diesel generators were replaced across several GSM sites with renewable energy sources from solar power. e& also collaborated internally to develop programmes that tackle climate change and energy conservation which we aim to begin rolling out next year.



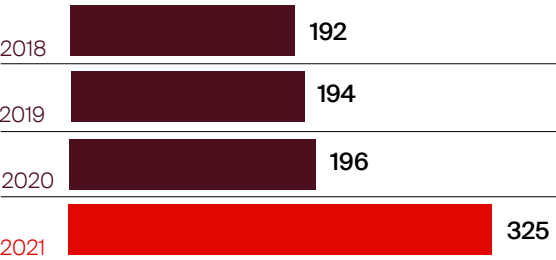


The number of data centres owned by e& remained at 11 in 2021, while the number of exchanges increased by 66 percent. The number of base stations also increased by 4 percent from the previous year. e& prioritises the use of clean energy sources such as commercial power, solar energy, and hybrid power systems. Hence, e& strives to reduce the number of diesel generators running in the network, which is reflected in the increasing number of base stations powered by cleaner energy sources.

Number of data centres owned by e&



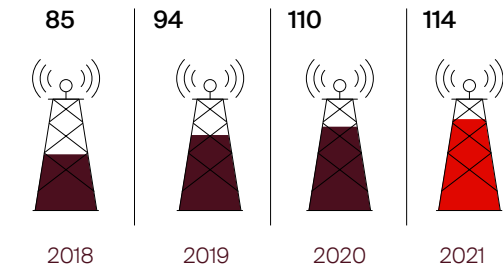
Number of exchanges owned by e&



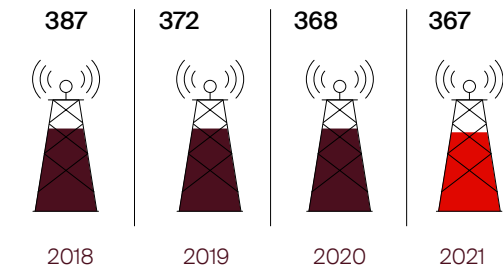
Total direct energy consumption (GJ)



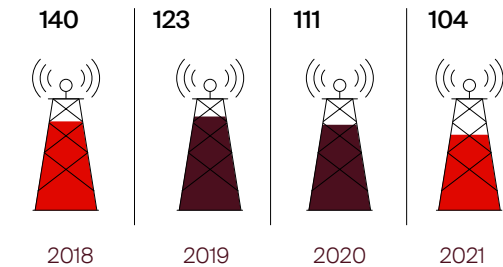
Number of base stations  
powered by renewable energy



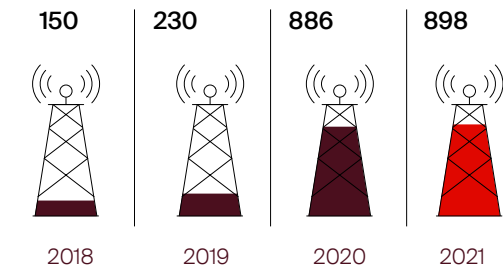
Number of base stations  
powered by diesel



Number of base stations  
powered by hybrid solution



Number of base stations with  
free cooling solution



### e& Energy Saving Programmes

In 2021, the install base of connected buildings was expanded to leverage the expertise developed over the years in predictive analytics, remote monitoring and continuous commissioning of the systems connected within those buildings.

Cumulatively 4,187,508 Kilowatt-Hours of electricity was saved while displacing 2,470 tonnes of CO2 and saving 530 trees.

Some of energy conservation measures implemented in the IoT based approach for energy automation included weather compensation, temperature set point

reset based on load, fail over logic, variable frequency control of pump speed, run time equalisation and time scheduling of Heating, Ventilation and Air Conditioning (HVAC) equipment based on buildings' occupancy.

It has always been a privilege to continuously contribute to the UAE government's vision in developing a green print towards solving the most pressing sustainability challenges of tomorrow. At the same time, we stay focused on serving our customers to achieve their energy efficiency targets and operational cost optimisations.

### Environmental Conservation

Through its operations, e& is determined to prevent negative impacts on biodiversity and ecological ecosystems. As a company we have always valued environmental conservation and strived to support and assist where necessary. In 2021, we developed the following initiatives for several clients across the UAE:

**Abu Dhabi Distribution Company (ADDC):** To deliver the largest end-to-end smart metering solution in the region with more than 1.2 million smart meters connected.

**Etihad Water and Electricity -** Leveraging on our Technical Expertise, IoT Command Centre, and machine to machine solutions to help Etihad Water & Electricity achieve their strategic objectives.

**Dubai Health Authority -** Public Health System which will act as National Disease Surveillance, Outbreaks, and Immunisation Management Solution for DHA. The Public Health system covers the following modules: Case Management, Outbreak Management, Vaccination Module, Reports and Dashboards, Integrations, and Interfaces.





## Carbon Emissions

e& acknowledges that urgent action is needed to address climate change and is keen on playing its role in lessening its environmental impact. As we transform to a technology conglomerate, we recognise the fact we operate in an energy intensive sector, therefore, the company concentrates efforts to reduce energy consumption and implement initiatives that positively impact the environment. There has been considerable progress in reducing its greenhouse gas (GHG) emissions throughout the years.

Indirect emissions (Scope 2) from electricity consumption have been decreasing steadily over the years. Although 2020 was characterised by generally lower emissions everywhere, due to the reduced operations, we managed to reduce emissions from electricity consumption further in 2021. In effect, Scope 2 emissions dropped by 36% compared to the previous year.

Direct GHG emissions (Scope 1) increased in 2021 given the expansion of the operational boundary to include refrigerants.

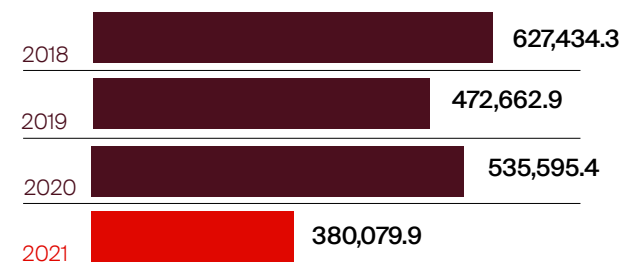
### Note:

2018, 2019 and 2020 figures are restated.

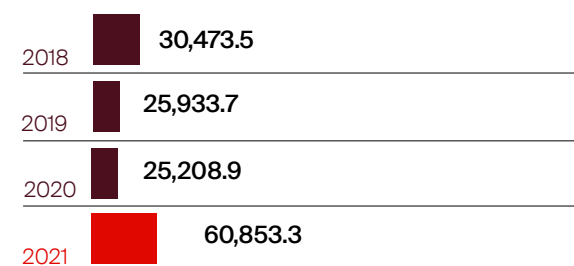
Scope 2 emissions cover electricity consumption across our offices, data centres, exchanges, and base station with e& accounts with the following authorities DEWA, FEWA, SEWA, ADDC and AADC.

Scope 3 emissions of 2021 are related to business travel.

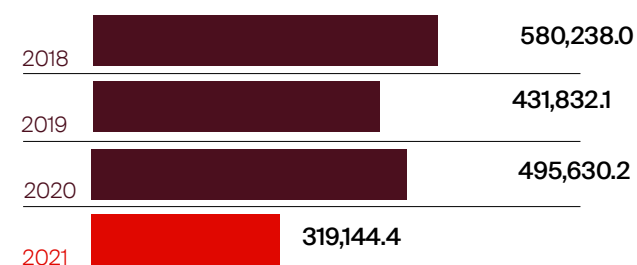
Total emissions (mtCO<sub>2</sub>e)



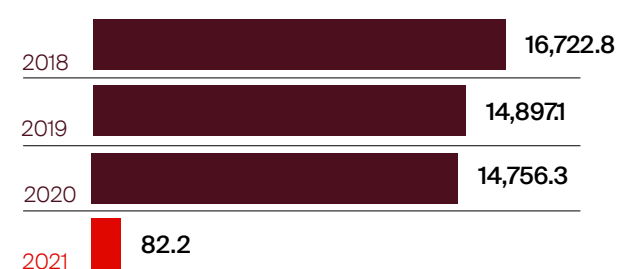
Scope 1 Emissions - fuel & refrigerants (tCO<sub>2</sub>e)



Scope 2 Emissions - electricity (tCO<sub>2</sub>e)



Scope 3 emissions (mtCO<sub>2</sub>e)



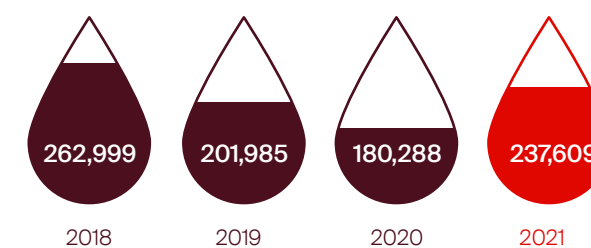
## Water and Waste Management

### Water Management

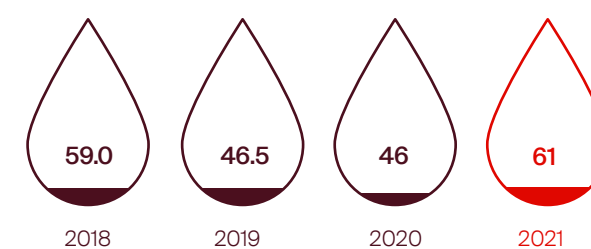
As most of the company's operations are run in water scarce countries, e& strives to reduce its water consumption. This encourages us to do our part and increase efforts to use water more efficiently. All HBR faucets are equipped with aerators that capture wastewater to recycle it and reuse it for irrigation.

In 2021, as movement restrictions were lifted, and our employees returned to the offices, water consumption inevitably increased compared to 2020 values.

Total water consumption  
(cubic metres (m<sup>3</sup>))



Water consumption intensity  
(per full time employee)





Waste Management & Recycling

e& strives to minimise its impact on the environment by ensuring sustainable consumption is the use of material products, energy, and immaterial services. There is constant effort to boost waste recycling by reusing equipment and by recycling various types of waste including network waste, IT equipment as well as other office waste. e&'s EMS covers waste management aspects which promote reduction of waste generation.

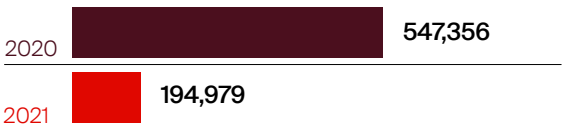
Across its operations and activities, the main streams of waste generation include general waste, paper waste, electronic waste, ink cartridges, batteries and used oil. 100 percent of paper waste is recycled.

As part of the efforts to move towards a paperless environment, we have implemented many digitisation and automation initiatives

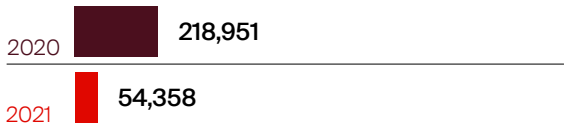
including the switch of paper billing to digital copies as part of the “Go Digital” drive. In accordance with the Montreal Protocol on Substances that Deplete the Ozone Layer, any remaining Halon system within the company are recovered and assigned for disposal as per the protocol. Expired fire extinguishers are also proper recycled by approved agents.

In 2021, we continued 100 percent e-billing to its customers, hence paper consumption was significantly reduced, by 71 percent, as the company shifted towards the digitalisation of operations and processes. Furthermore, there was a deployment of sustainable waste solutions with sensors in the waste bins across its retail spaces which provide real-time monitoring of waste accumulation and allow for the efficient management and optimisation of the waste collection process.

Total waste generated

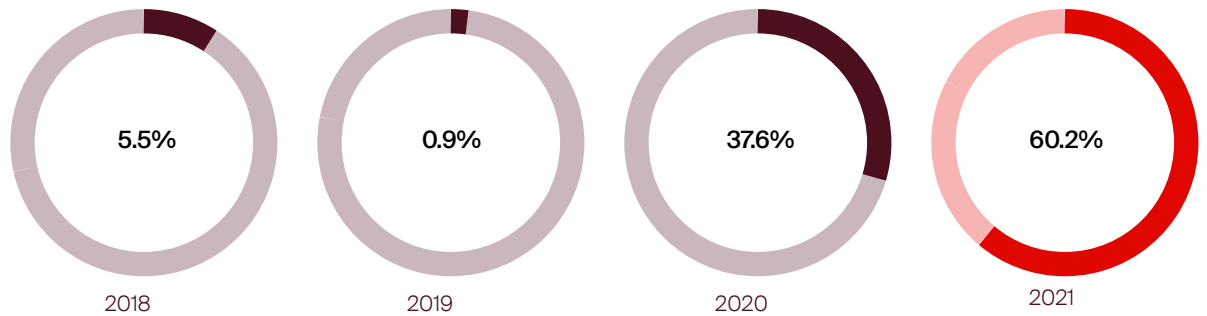


Total waste recycled



Materials and Waste	2018	2019	2020	2021
Total paper consumption (kg)	11,929,123	7,929,123	160,185	46,677
Total Paper Recycled (kg)	653,029	71,272	60,286	28,086

% Paper recycled







# 06

## Connecting Communities

### Our Ambition

We are committed to empowering and connecting communities by providing them advanced technological solutions and driving innovation and entrepreneurship among the youth, while maximising our social impact on communities.

3 GOOD HEALTH AND WELL-BEING

TARGET 3-B

SUPPORT RESEARCH, DEVELOPMENT AND UNIVERSAL ACCESS TO AFFORDABLE, QUALITY AND MEDICINES

TARGET 3-B

IMPROVE EARLY WARNING SYSTEMS FOR GLOBAL HEALTH RISKS

4 QUALITY EDUCATION

TARGET 4-4

INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

TARGET 4-7

EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP

8 DECENT WORK AND ECONOMIC GROWTH

TARGET 8-6

PROMOTE YOUTH EMPLOYMENT, ENTREPRENEURSHIP AND TRAINING

TARGET 8-8

DEVELOP A GLOBAL YOUTH EMPLOYMENT STRATEGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

TARGET 9-C

UNIVERSAL ACCESS TO INFORMATION AND COMMUNICATIONS TECHNOLOGY

10 REDUCED INEQUALITIES

TARGET 10-3

ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

TARGET 16-2

PROTECT CHILDREN FROM ABUSE, EXPLOITATION, TRAFFICKING AND VIOLENCE

17 PARTNERSHIPS FOR THE GOALS

TARGET 17-6

PROMOTE SUSTAINABLE KNOWLEDGE SHARING AND COOPERATION FOR ACCESS TO SCIENCE, TECHNOLOGY AND INNOVATION

TARGET 17-7

PROMOTE SUSTAINABLE TECHNOLOGICAL INNOVATION



## Digital Access and Inclusion

**Advanced technologies, social integration and equal opportunities are continuously implemented in the communities we serve. Not only do our activities extend to technological development, education, social and cultural engagement, and employee wellness, - but significant focus is placed on encouraging innovation and creative thinking.**

In line with the UAE's vision to make communication accessible to all, we deployed the Talking Bill free service to support the elderly and people of determination, specifically

those with visual disabilities. The talking bill service dictates the phone bill to the user, with the option of repeating the information. Furthermore, the business and service centres have designated parking and ramps for people of determination where they receive a priority queue (Masarrah) through the Queue Management System across all stores.

On an international level, the company continues to liaise with the GSMA and the UNGC to enable technology and digital capabilities at a mass level to further enable digital access and inclusion, delivering a collective impact on society.

### Child Online Safety Campaign: The e& Bully Bot

Millions of children experience cyberbullying every day. We want to make the best use of technology by launching a cyberbully chatbot that would make life easier for parents and children. Therefore, an AI chatbot known as "Bully Bot" was launched, as a major step towards a secure future against cyberbullying, one of the most alarming concerns for parents.

Each year, millions of children experience some form of cyberbullying. Experience it for yourself with Bully Bot, parents can monitor their children's activities. The Bot will allow parents and children to understand the scenarios most children face online through a simulated cyberbullying session and how to deal with their issues and challenges. The innovation has positioned e& as pioneers for tomorrow's engagement.



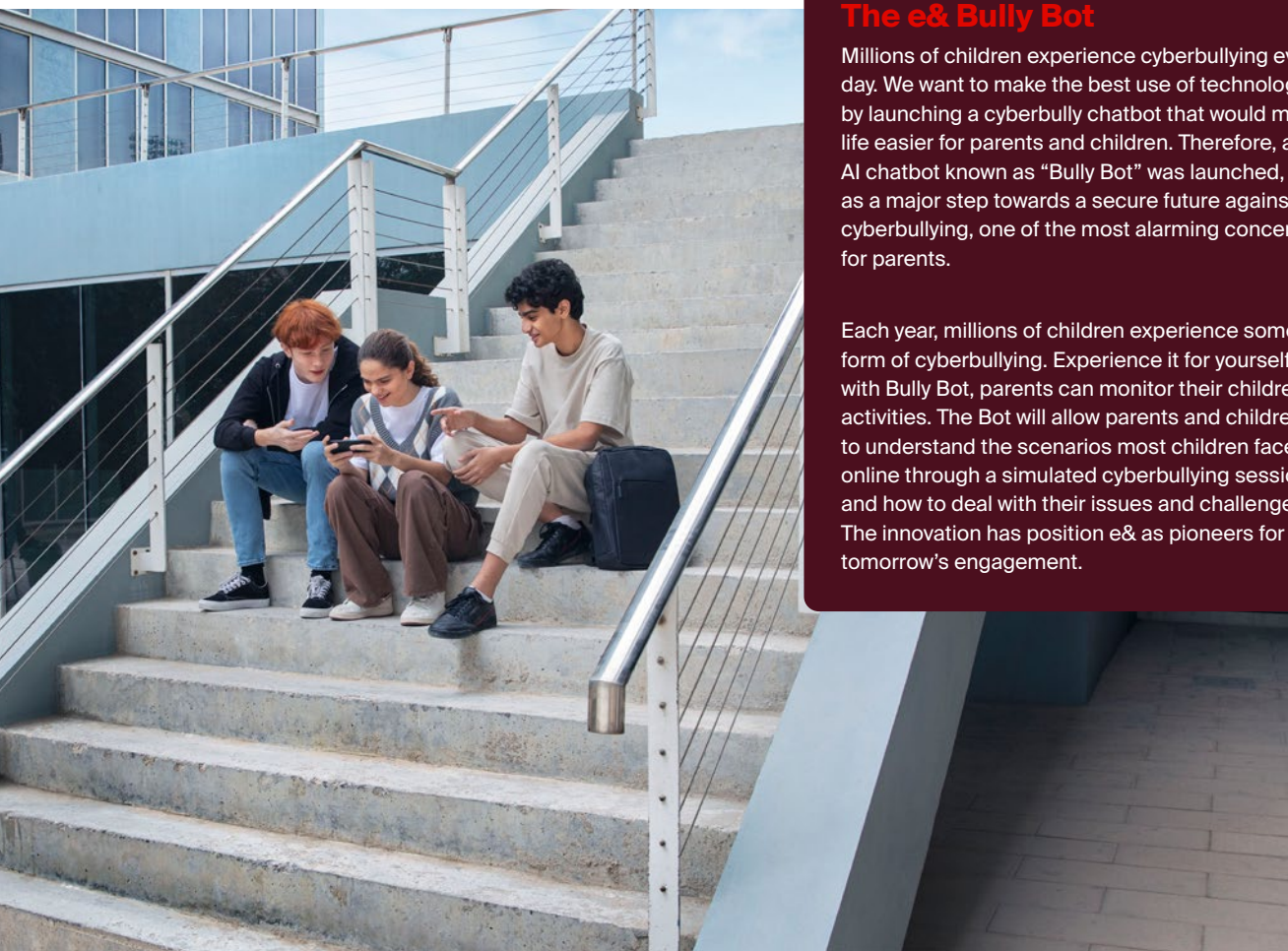
### People of Determination & Elderly support

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

Our facilities are equipped with the consideration of people of determination and include designated washrooms, accessible parking, evac-chairs, available wheelchairs, priority lanes for elderly and additional support from our employees where required and

appropriate. This year, we also celebrated Elderly Appreciation Day and offered a variety of discounts to the elderly population. For more information related to our Corporate Social Responsibility (CSR) activities refer to **Social Impact and CSR chapter**.

On the corporate website, the accessibility features are also included to allow people of determination to access and navigate our webpage seamlessly. Further, we offer products and services including the eLife plans, Mobile data add-ons and Internet Calling Plans at a 50 percent discount for people of determination.

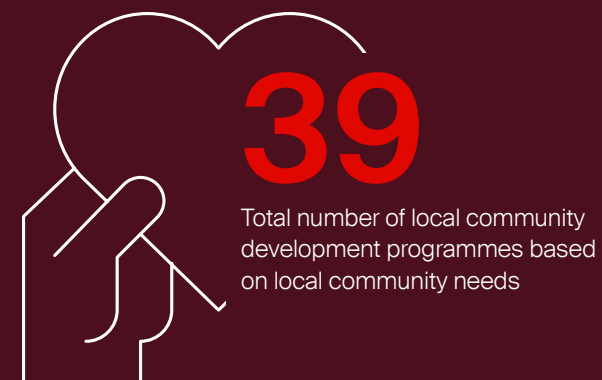




## Social Impact and CSR

Community development remained a major priority in 2021. e& is committed to nurturing and maintaining the health and wellness of communities in which we operate.

This commitment is reflected in the many community programmes we developed in 2021 to promote healthier, happier living, alongside our community investments.



### January

In the UAE, we supported the 3rd edition of the UAE Tour 2021 which includes four stages dedicated to sprinters, two stages for the climbers and one individual time trial.

We supported the Zakhr Card, launched by the Community Development Authority Dubai to provide benefits to elderly people, by providing 20 percent discount to elderly on selected services.

Our network name was changed to show support to the Neglected Tropical Diseases (NTD) Day that falls on 30 January 2021. The initiative aims to raise awareness about neglected tropical diseases, typically infecting individuals in less development countries.

### February

Partnership with the International Forum on Human Fraternity, the first virtual edition of an event establishing global cooperation and unity, as its Official Telecom Partner. We supported the event through social media coverage, SMS, radio spots, and mobile network name change.

To celebrate the UAE Hope Probe's arrival at Mars, all our buildings were lit in red, and we provided extensive social media coverage, changed the network name, and covered the event on the eLife channel.

To mark Safer Internet Day and children security, we supported the Aqdar Campaign through social media coverage and changing the mobile network name.

The mobile network name was changed to "AEInnovate ETISALAT" for the UAE Innovates 2021 campaign by the Ministry of Cabinet Affairs.

## 2021 CSR Activities

### March

A half marathon was organised at Al Hudayriyat, Abu Dhabi for 10 kilometres (km), 5 km or 3 km run with up to 78 prizes awarded for various categories.

For Emirati Children's Day, the mobile network name was changed on the occasion of ECD Play. We also raised awareness by sending SMS to 2 million customers.

To celebrate the third annual Emirati Children's Day further, we partnered with ESAAD, offering 70 percent discount on ESAAD's partners' services.

When the Mohammed bin Rashid Space Centre (MBRSC) launched the satellite DMSAT-1, the mobile network name changed to DMSAT-1.

The partnership on the Zakat advertising campaign for Sharjah City for Humanitarian Services, a local non-profit organisation providing services to people of determination who live in Sharjah.

To raise awareness of the global cause, we changed the mobile network name to Earth Hour ETISALAT and joined the initiative by turning off all lights in high-rise buildings for one hour.

By participating in Education Interface Exhibition in its 7th edition as a main partner, we highlighted the unique opportunity for locally-based and international universities to present their study programmes, scholarships, and other educational services through a smart virtual platform.



### April

On World Autism Day, we collaborated with the Ministry of Community Development and autism specialists to introduce 'Etisalat Wider Web,' an interactive web extension that enhances the web browsing experience of autistic people, and as part this partnership, the mobile network name was also changed to support the community.

As part of our CSR Strategy, we also supported the Noor Dubai Foundation by providing SMS donation for one year with no service costs or monthly charges.

On International Workers' Day, the company organised a surprise gift for construction workers of various nationalities. We provided them with scholarships for their children's higher education.



## May



We engaged with the Mohammed Bin Rashid Al Maktoum Global Initiative for the '100 million Meals' campaign during Ramadan, by donating Iftar meals to the less privileged.



We supported the Dubai International Holy Quran award as Platinum Sponsor.



## November



e& partnered with The Ride for Life event, which hosts activities that utilise the shared passion of horsemanship as a universal language to engage the community, especially people of determination.

## July



### World Blood Donor Day 2021:

e& posted on social media an awareness video about blood donation to highlight how donated blood could help save lives. e& employees were encouraged to donate to the blood banks in need.



### Emirates Red Crescent-Adha Campaign:

Etisalat supported Emirates Red Crescent Adha Campaign by sending out four million SMS to customers. e& posted on social media to raise funds for the campaign.



### Emirati Women's Day:

e& supported Emirati Women's Day by collaborating with young Emirati entrepreneurs. The campaign aims to encourage Emirati women to work from home.

## August



e& produced an educational video of the most used sign language words to educate and encourage people to use them while communicating with people of determination with speech disabilities. The video was shared on all social media platforms to enhance awareness.



Emirates Red Crescent organised the Education Support Campaign, which aims to raise funds for the needy students to help them complete their education. e& promoted the campaign on social media to raise funds.

## October



Smiles supported international media charity by making it accessible on the mobile application.



We were the official telecom partner of the Aqdar World Summit, a global platform to empower communities around the world.



At GITEX Global, the region's most anticipated technology exhibition, we offered attendees unparalleled access to new technologies and networking opportunities.

Our volunteers served as ambassadors, assisting visitors and VIPs during the exhibition.



## December



In coordination with Emirates Red Crescent, Al Ihsan Charity Organisation, and Sharjah Charity International, education support worth AED 1.1M was provided to 109 students who were unable to pay their tuition fees.





### Digital Summer Camp

In 2021, we launched the first-ever virtual 'Digital Summer Camp' designed to equip the children of company employees with necessary skills in Science, Technology, Engineering, and Math (STEM) disciplines. Fostering innovation and skills needed for the future, the Academy provided an opportunity for 150 children to learn and implement robotics, design, and coding. The programme aims to boost innovative thinking by encouraging children to go from design to creation through real-world applications. Additionally, the camp helps build confidence in the digital landscape, while opening young minds to various possibilities.



About e&

1. Sustainability  
at e&

2. Digital  
Transformation  
and Innovation

3. Accountable  
Business  
Practices

4. Empowering  
People

5. Environmental  
Management

6. Connecting  
Communities

## Health & Safety

### Occupational Health & Safety

We are committed to the highest standards of health and safety in the workplace and adhere to safe labour practices and laws to protect and ensure the wellbeing of our people. Our Health, Safety and Environmental (HSE) policy applies to all employees, contractors, suppliers, consultants, visitors and partners at the premises and its projects. All employees and third parties are expected to adhere to health and safety rules and report any violation of health and safety immediately, as expressed in our [Code of Conduct](#).

We continue to implement and regularly update the Occupational Health and Safety Management System which has been developed in accordance with the ISO 45001:2018 requirements. Selected business units and facilities are certified against the Occupational Health and Safety Assessment Series (OHSAS) 18001/45001/integrated management system. As part of improving HSE documentation standards, we work closely with the business excellence team to benchmark ourselves against global industry standards. We continued the implementation of the HSE Empowerment programme, with multiple associated projects, to revitalise the HSE function within different departments, and to bring the safety culture of e& to a new level.

Embracing the new normal, we used the opportunity to rethink how the company works. e& continued to offer employees flexibility in work timings, a hybrid work model, and further remote working options to continue to reduce the spread of the virus.



Seeing the need to create balance in employee lives, both professionally and personally, e& encourages its employees to work in the office for two days of the week and remotely for three.

We are committed to improving our employees' awareness of heat stress prevention through frequent seminars, training sessions and campaigns addressing the definition, types, symptoms, and precautionary measures on heat stress, such as our Summer Safety campaign. In 2021, we achieved zero heat stress events for the second consecutive year.

All site activities are controlled by the Permit to Work (PTW) system; therefore, permits are required before work is carried out on sites. Working at height, confined space





entry, working with live equipment and under extreme weather work exposure are some of the major risks associated in telecom day-to-day activities. All personnel with a PTW must undergo training and regular toolbox talks to ensure that all work is carried out to the utmost safety levels. e&'s team of experts always perform the task /job safety analysis prior to the task, to present the most effective health and safety control measures to limit the hazard exposure.

Across the premises, there are active surveillance teams that monitor all ongoing activities to ensure that they are performed in accordance with the PTW conditions. All building facilities are fitted with fire protection and detection systems, which are regularly maintained and are subjected to audits and inspections.

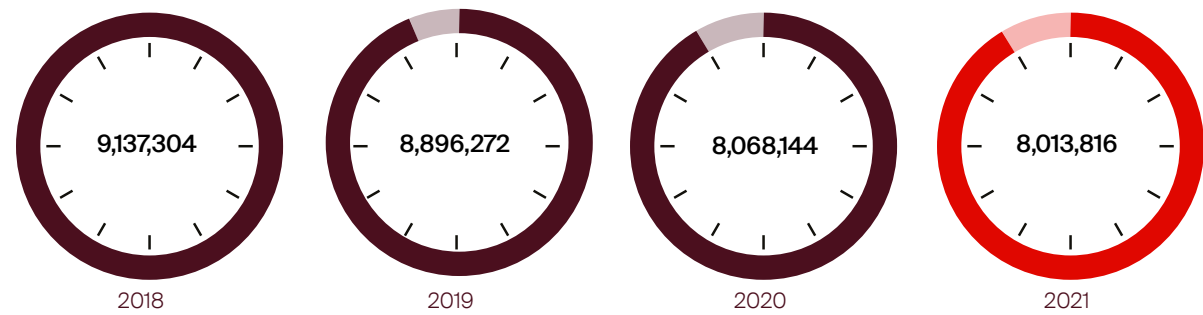
The HSE team is responsible for carrying out inspections and audits for all critical facilities. As part of site visits and audits, we follow the Hazard Identification and Risk Assessment (HIRA) protocol. Any instances of non-conformance are communicated to the concerned stakeholders and reviewed until a resolution is made or the risk is brought down to the acceptable level.

The HSE Governance Model is designed as part of our partnership with Expo 2020 and Dubai Airports. The model aims to not only meet but exceed the Quality, Health, Safety and Environment (QHSE) expectations of e&'s partners.

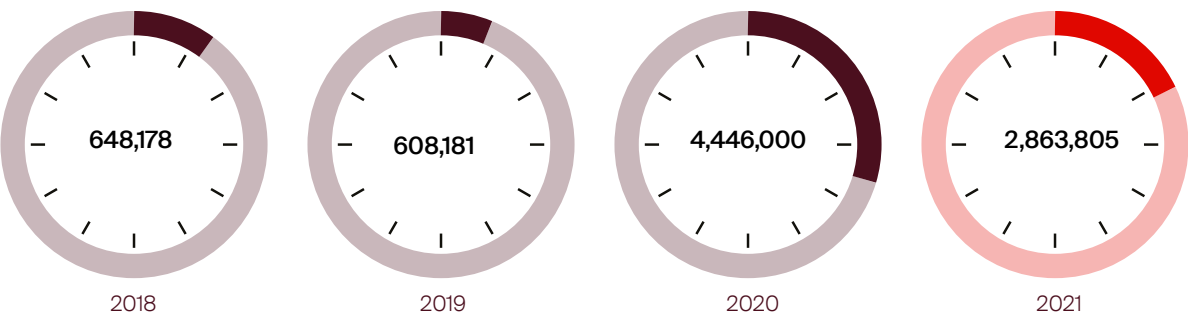
Health & Safety	2018	2019	2020	2021
Employee occupational illnesses frequency rate (%)	0.2%	0.1%	0.0%	0%
Employee lost time injuries (#)	-	0	0	0
Contractor lost time injuries (#)	-	2	2	1
Heat stress incidents (#)	3	0	0	0
Total number of emergency response drills conducted (#)	13	12	12	20
Safety incident investigations initiated (#)	151	162	73	105
Safety incident investigations completed (%)	100%	100%	100%	100%

In working to train employees to improve performance of health and safety systems, e& conducted several awareness sessions. In 2021, 6,742 total training hours on health and safety were provided to employees, equating to 6.8 hours of HSE training per targeted employee, compared to 4.5 hours in 2020.

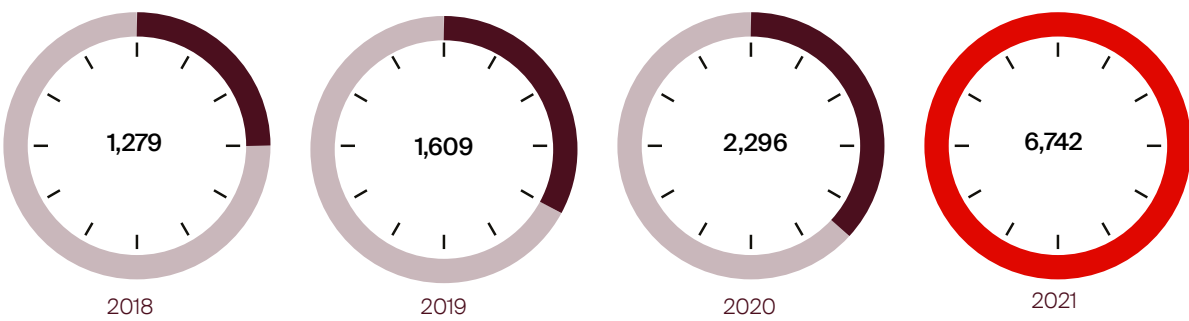
Work hours (employees)



Work hours (contractors)



Total hours of HSE training provided to employees



HSE Training	2018	2019	2020	2021
Average hours of HSE training per targeted employee	-	3.0	4.5	6.8
Employee absentee rate (%)	2.4%	2.5%	1.4%	1.2%





### Employee Wellness and Wellbeing

At e& we recognise that the health of employees extends beyond health and safety policies. We have identified areas to support our employees in their day-to-day activities in our holistic approach to health.

This is done by ensuring all workstations procured and floor layouts within the company are ergonomically designed and fit for use. We also provide a tier-based health club membership programme to our employees. As part of the series of wellness initiatives undertaken for employees, a stress management initiative was conducted for all employees in 2021 to educate employees on the impacts of work stress and provide opportunities for stress relief.

The health of our people is of prime importance; therefore, we have identified areas to be able to support them in their day-to-day life. Whether it is mental or physical health, e& is geared to providing our people the best-in-class care and access.

### Physical Health

On the health front, we make sure excellent health care insurance is provided to all our employees to be able to look after themselves. With their safety and wellbeing at work also being a top priority, we have several safety measures to ensure that the spread of COVID-19 is limited. This includes testing before entering office premises, enforcing social distancing, thorough sanitation, and office hygiene. Additionally, mobile PCR stations are set up at discounted rates and rapid PCR screening is readily available onsite.

Any employee testing positive for COVID-19, or who is a close contact of a positive person, will have to work remotely for the dedicated duration as set by the UAE Government's directives, only returning to the office when it is safe to do so, with proof of negative screening. We provide remote work options for high risk employees and female employees with children.

### Mental Health and Wellbeing

A Mental Health Helpline for employees is now created to reach out to in times of need. The fully confidential helpline gives our people 24 hours a day seven days a week access to

mental health experts who will help them best navigate their situation.

Each month, wellness sessions are arranged for all employees which include access to talks and workshops. Wellness sessions conducted in 2021 covered the following topics: diabetes management, nutrition, and health, workplace ergonomics, depression, anxiety, and stress management, "Back to school in a pandemic," yoga, breast cancer awareness, and mindfulness and meditation.

In 2021, we also participated in World Mental Health Day by giving all employees a four-hour mental health break. We hosted a series of expert-led workshops and wellness sessions that encouraged employees to de-stress and focus on mindfulness.

The company also continued to partner with lifestyle partners such as Esaad and Fazaa to give our people discounts at retail, hospitality establishments and restaurants. Additionally, we provided access to a hugely discounted range of gyms and hotel facilities through e-club.

In 2021, the successful Employee Wellness and Wellbeing programme – introduced in 2010 – was held across the UAE. The programme encourages employees to find a balance between their working and personal lives. This year, the programme focused on health awareness and work life balance seminars, such as free health screenings, healthy food awareness, etc. Each year, new initiatives are added and we ensure the programmes offer short, medium and long-term benefits.





Our focus in 2021 was on understanding what our people needed to succeed and adapting our processes and interactions to meet these needs. We embraced the new normal driven by the ongoing COVID-19 pandemic, extended our remote working options across the board, we have taken a proactive stance on diversity, equality and inclusion (DEI) and we have been bold in our approach to planning for the future,

offering more learning opportunities than ever before and putting in place dedicated succession plan to safeguard our leadership. The outputs speak for themselves – attrition is low, we are attracting in top talent and engagement is at an all-time high. Our success has also been recognised externally, with our HR team winning several awards including:



Gained recognition as the 'HR Team of the Year' and 'Best Employee Engagement Strategy' by the GCC GOV HR Awards, which is the region's most coveted HR recognition.



Received 'Mark of Excellence' status from the Future Workplace Awards for the 'Best Employee Engagement Strategy' and the 'Best Employee Wellbeing Programme'.



Won the 'Best Culture of Learning' Award from the LinkedIn MENA Talent Awards.

Won the 'Best Innovative L&D Initiative,' 'Best Talent Management Strategy' and 'Best Crisis Communication Strategy' from the Future Workplace Awards.

### Customer Health and Safety

Health and Safety was always a priority especially for the valued customer base, as well as the people and larger communities that the company serves. As such, all confirmed and potential risks are taken seriously. Customer complaints concerning product and services are managed by customer care. By policy, we are committed to assure the health and safety of its stakeholders from our operations.

There is an ongoing health risk perception of the emission of Electromagnetic Energy (EME) from mobile devices and base stations masts, which is met with a lack of conclusive evidence on adverse health effects caused by mobile

phone usage. Nonetheless, e& is committed to transparent communication regarding these public concerns and continues to comply with the laws in every jurisdiction that we operate.

Our telecom networks are built aligned with the TDRA guidelines on Non-Ionising Radiation Limits for Telecommunication Networks, which are in line with ICNIRP (International Commission of Non-Ionising Radiation Protection) guidelines in terms of Specific Absorption Rate (SAR). The compliance and EME documents are communicated to all employees and vendors and followed throughout installations.

The electrical and electronic equipment (EEE) must be manufactured in line with the Emirates Authority for Standardisation and Metrology (ESMA) standards as well as the European Union's Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS) Directive. This aims to prevent the risks posed to human health

and the environment related to the management of electronic and electrical waste. By restricting the use of certain hazardous substances in EEE, and substituting with safer alternatives, we reduce the impact of our products and services and ensure the safety of our community.

### WHO Guidance on Electromagnetic fields and public health

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

As part of our campaigns to raise customer awareness of electromagnetic field exposure, e& participates in various local and international events.







# 07 Appendices





# Appendix A. Report Scope and Boundaries

Topic	Description
Completeness and Aspect Boundaries	e& has attempted to make this report as complete as possible. This report covers major activities from e& UAE departments and includes activities in its branches in the UAE.
Materiality	e& believes this report covers the most material issues to e& and its stakeholders. In alignment with the principles of the GRI Standards, e&'s materiality assessment consists of four steps: 1) identifying relevant topics; 2) prioritising topics according to impact on e& and its stakeholders; 3) validating the prioritised topics through reviews and evaluations; 4) review its materiality matrix on an annual basis.
Stakeholder Inclusiveness	e& has identified and considered all key stakeholders and has outlined ways that the company engages with them to identify their needs and priorities.
Sustainability Context	e& has considered regional trends in sustainability that affect its activities.
Reporting Cycle	This report covers the calendar year for 2021.
Balance	This report seeks to demonstrate transparency, presenting our performance in economic, social, and environmental topics in a balanced way.
Comparability	Comparisons are made throughout the report over a 3-year trend.
Accuracy and Reliability	To the best of e&'s ability, all the information presented in this report is accurate and represents the best data available to the company and its stakeholders.
Clarity	This report targets a wide audience with varying degrees of understanding of telecommunications and technology. Therefore, e& strived to ensure this report is easily understandable to all anticipated readers.
Assurance	The report has not been externally audited or assured.



# Appendix B. Materiality Assessment

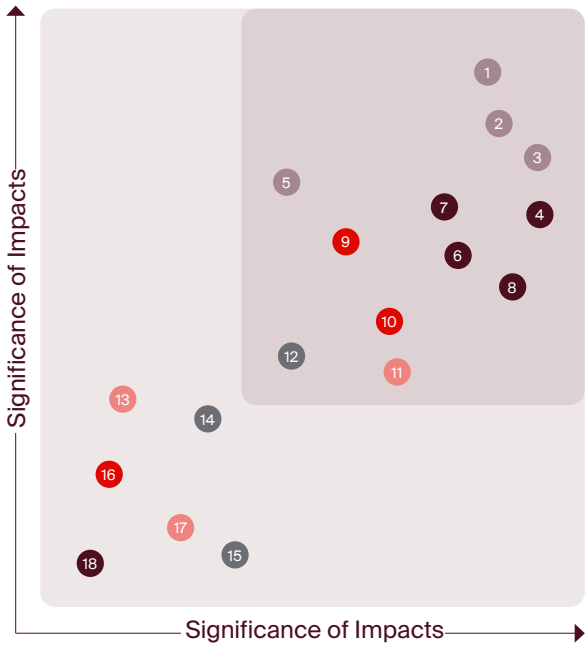
We continuously seek to identify and respond to existing and emerging global and regional matters that present risks as well as opportunities for our business and key stakeholders. To identify key material issues, we:

**Identify** a list of potential material issues through desktop research, including a review of peer companies, industry standards and employee interviews.

**Prioritise** stakeholders (both internal and external groups) and topics to rate material issues in terms of their perceived importance.

**Review** results internally within e& management and the sustainability team. This review ensures the list of material issues captures and is inclusive of all stakeholder perspectives.

In 2022, we reviewed our material topics and refined them to ensure they accurately reflect our understanding of the significance of each topic in terms of significance to stakeholders and significant to organisation. The findings of our materiality assessment are presented in our materiality matrix.



Most Important	
1	Customer Privacy & Data Security
2	Customer Satisfaction
3	Responsible Marketing Communications
4	Economic Performance
5	Digital Innovation
6	Corporate Governance
7	Anti-corruption and Non-Discrimination
8	Business Continuity & Enterprise Risk Management
9	Carbon Emissions
10	Environmental and Energy Management
11	Digital Access & Inclusion
12	Emiratisation
Important	
13	Health & Safety
14	Talent Attraction, Retention & Development
15	Diversity & Equal Opportunity
16	Water and Waste Management
17	Social Impact and CSR
18	Sustainable Procurement Practices

● Environmental Management ● Connecting Communities ● Accountable Business Practice

● Digital Transformation & Innovation ● Empowering People



# Appendix C. GRI Standards Content Index



e& has reported in accordance with the GRI Standards for the period January 1, 2021, to December 31, 2021. As signified by the icon above, the report has successfully completed the Materiality Disclosure Service provided by the GRI. The service was performed on the English version of the report.

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

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 101: Foundation 2016		
General Disclosures		
GRI 102: General Disclosures 2016	Organisational profile	
	102-1 Name of the organisation	e&
	102-2 Activities, brands, products, and services	8-9
	102-3 Location of headquarters	Abu Dhabi, UAE
	102-4 Location of operations	4, 8
	102-5 Ownership and legal form	60% Government, 40% Free Float
	102-6 Markets served	8-9
	102-7 Scale of the organisation	8-9, 44, 60
	102-8 Information on employees and other workers	60-73
	102-9 Supply chain	56-57
	102-10 Significant changes to the organisation and its supply chain	8-9, 56-57
	102-11 Precautionary Principle or approach	52-55
	102-12 External initiatives	86-92
	102-13 Membership of associations	11
	Strategy	
	102-14 Statement from senior decision-maker	6-7
	102-15 Key impacts, risks, and opportunities	6-7, 52-55
	Ethics and integrity	
	102-16 Values, principles, standards, and norms of behaviour	9
	102-17 Mechanisms for advice and concerns about ethics	47-51

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 102: General Disclosures 2016	Governance	
	102-18 Governance structure	45-46
	102-19 Delegating authority	45-46
	102-20 Executive-level responsibility for economic, environmental, and social topics	45-46
	102-21 Consulting stakeholders on economic, environmental, and social topics	Appendix B
	102-22 Composition of the highest governance body and its committees	45-46
	102-23 Chair of the highest governance body	45-46
	102-24 Nominating and selecting the highest governance body	45-46
	102-25 Conflicts of interest	45-46
	102-26 Role of highest governance body in setting purpose, values, and strategy	45-46
	102-30 Effectiveness of risk management processes	52-55
	102-35 Remuneration policies	46
	102-36 Process for determining remuneration	46
	102-37 Stakeholders' involvement in remuneration	46
	102-38 Annual total compensation ratio	44, 68
	102-39 Percentage increase in annual total compensation ratio	44, 68
	Stakeholder engagement	
	102-40 List of stakeholder groups	14
	102-41 Collective bargaining agreements	Collective bargaining agreements are illegal in the UAE
	102-42 Identifying and selecting stakeholders	14
	102-43 Approach to stakeholder engagement	14
	102-44 Key topics and concerns raised	Appendix B
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	44
	102-46 Defining report content and topic Boundaries	4
	102-47 List of material topics	15, Appendix B



GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 102: General Disclosures 2016	102-48 Restatements of information	80
	102-49 Changes in reporting	January 1, 2021, to December 31, 2021
	102-50 Reporting period	2021
	102-51 Date of most recent report	2020
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	4
	102-54 Claims of reporting in accordance with the GRI Standards	4
	102-55 GRI content index	Appendix C
	102-56 External assurance	Not assured
Material Topics		
GRI 200 Economic		
	<b>Economic Performance</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	44, 79
	103-2 The management approach and its components	44
	103-3 Evaluation of the management approach	44
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	44
	201-2 Financial implications and other risks and opportunities due to climate change	79
	<b>Procurement Practices</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	56-57
	103-2 The management approach and its components	56-57
	103-3 Evaluation of the management approach	56-57
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	56-57
	<b>Anti-corruption</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	47
	103-2 The management approach and its components	47
	103-3 Evaluation of the management approach	47
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	47-50
	205-2 Communication and training about anti-corruption policies and procedures	47-50
	205-3 Confirmed incidents of corruption and actions taken	47-50

GRI Standard	Disclosure	Page number(s) and/or direct answers
	<b>Anti-competitive Behaviour</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	47
	103-2 The management approach and its components	47
	103-3 Evaluation of the management approach	47
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	51
<b>GRI 300 Environmental Standards Series</b>		
	<b>Materials</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	82
	103-2 The management approach and its components	82
	103-3 Evaluation of the management approach	82
GRI 301: Materials 2016	301-1 Materials used by weight or volume	83
	<b>Energy</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	76
	103-2 The management approach and its components	76
	103-3 Evaluation of the management approach	76
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	76-77
	302-2 Energy consumption outside of the organisation	76
	302-3 Energy intensity	77
	302-4 Reduction of energy consumption	76-78
	302-5 Reductions in energy requirements of products and services	76-78
	<b>Water and Effluents</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	81
	103-2 The management approach and its components	81
	103-3 Evaluation of the management approach	81
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	81
	303-2 Management of water discharge-related impacts	81
	303-5 Water consumption	81



GRI Standard	Disclosure	Page number(s) and/or direct answers
	<b>Biodiversity</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	79
	103-2 The management approach and its components	79
	103-3 Evaluation of the management approach	79
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	79
	304-2 Significant impacts of activities, products, and services on biodiversity	79
	<b>Emissions</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	80
	103-2 The management approach and its components	80
	103-3 Evaluation of the management approach	80
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	80
	305-2 Energy indirect (Scope 2) GHG emissions	80
	305-3 Other indirect (Scope 3) GHG emissions	80
	305-4 GHG emissions intensity	80
	305-5 Reduction of GHG emissions	80
	<b>Waste</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	81
	103-2 The management approach and its components	81
	103-3 Evaluation of the management approach	81
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	82
	306-2 Management of significant waste-related impacts	82
	306-3 Waste generated	82-83
	306-4 Waste diverted from disposal	82-83
	306-5 Waste directed to disposal	82-83
	<b>Environmental Compliance</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	50
	103-2 The management approach and its components	50
	103-3 Evaluation of the management approach	50
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	50

GRI Standard	Disclosure	Page number(s) and/or direct answers
	<b>Supplier Environmental Assessment</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57
	103-2 The management approach and its components	57
	103-3 Evaluation of the management approach	57
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	57
	308-2 Negative environmental impacts in the supply chain and actions taken	57
GRI 400 Social Standards Series		
	<b>Employment</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	60
	103-2 The management approach and its components	60
	103-3 Evaluation of the management approach	60
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	60, 63
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	68
	401-3 Parental leave	68, 71
	<b>Occupational Health and Safety</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	93
	103-2 The management approach and its components	93
	103-3 Evaluation of the management approach	93
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	93
	403-2 Hazard identification, risk assessment, and incident investigation	94
	403-3 Occupational health services	94-96
	403-4 Worker participation, consultation, and communication on occupational health and safety	94-96
	403-5 Worker training on occupational health and safety	95
	403-6 Promotion of worker health	94-96
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	94-96
	403-8 Workers covered by an occupational health and safety management system	94-96
	403-9 Work-related injuries	95
	403-10 Work-related ill health	95





GRI Standard	Disclosure	Page number(s) and/or direct answers
	<b>Training and Education</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	64
	103-2 The management approach and its components	64
	103-3 Evaluation of the management approach	64
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	64-65
	404-2 Programmes for upgrading employee skills and transition assistance programmes	64-65
	404-3 Percentage of employees receiving regular performance and career development reviews	64-65
	<b>Diversity and Equal Opportunity</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	69
	103-2 The management approach and its components	69
	103-3 Evaluation of the management approach	69
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	69-71
	405-2 Ratio of basic salary and remuneration of women to men	68
	<b>Non-discrimination</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	69-71
	103-2 The management approach and its components	69-71
	103-3 Evaluation of the management approach	69-71
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	50, 69-71
	<b>Human Rights Assessment</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	51
	103-2 The management approach and its components	51
	103-3 Evaluation of the management approach	51
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	51
	412-2 Employee training on human rights policies or procedures	51
	412-2 Employee training on human rights policies or procedures	51
	<b>Local Communities</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	86
	103-2 The management approach and its components	86
	103-3 Evaluation of the management approach	86
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	86-92

GRI Standard	Disclosure	Page number(s) and/or direct answers
	<b>Supplier Social Assessment</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57
	103-2 The management approach and its components	57
	103-3 Evaluation of the management approach	57
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	57
	<b>Customer Health and Safety</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	98
	103-2 The management approach and its components	98
	103-3 Evaluation of the management approach	98
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	98-99
	<b>Marketing and Labeling</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	32-35
	103-2 The management approach and its components	32-35
	103-3 Evaluation of the management approach	32,35
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	32-35
	417-2 Incidents of non-compliance concerning product and service information and labeling	32-35
	<b>Customer Privacy</b>	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	22
	103-2 The management approach and its components	22
	103-3 Evaluation of the management approach	22
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	23-26

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