Introductory remarks

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Our continued commitment to diversity, equity and inclusion was reinforced as we were a signatory to the United Nations Women Empowerment Principles, a new partnership with ImInclusive focused on people with disabilities and recognised through the multiple awards e& won across the region in support of our work.

Hatem Dowidar
Chairman of the Sustainability
Steering Committee

I am delighted to introduce this Sustainability section of the Integrated Report.

Sustainability has been part of everything we do at e& for many years, a central pillar of our corporate strategy and with much to celebrate. As e& expands its footprint, we recognise that expectations are rising from customers, colleagues, investors, regulators and governments in the countries in which we operate. We must keep raising the bar and this was our aim in 2023.

With this in mind, it has been a hugely important year and central to it was our opportunity as the Principal Technology Partner for COP 28. Not only did we play our part in hosting the hugely successful event here in the UAE, but we also made some bold commitments. e& built on its net zero (Scope 1 and 2) commitment by 2030 for its UAE operations and for the entire Group by 2040. We also committed to a 25% reduction in Scope 3 emissions by 2030.

This and our other environmental commitments during 2023 have been recognised with an enhanced B rating by the Carbon Disclosure Project, and the external validation of our targets by the Science-Based Target initiative. There is much to be proud of, but with 2023 being the hottest year on record, much also to do.

The transforming power of connectivity has always been central to our mission as a company and to the delivery of the United

Nations Sustainable Development Goals. To close the digital divide, we launched a new partnership with the EDISON Alliance, an initiative to connect one billion people digitally by 2025 and a partnership with Code.Org to support their work in enabling every student in every school to have the opportunity to learn computer science.

Our continued commitment to diversity, equity and inclusion was reinforced as we were a signatory to the United Nations Women Empowerment Principles, a new partnership with ImInclusive focused on people with disabilities and recognised through the multiple awards e& won across the region in support of our work.

For e&, sustainability is key to driving long-term value. This year we spent time building the governance, policies, systems and controls for the long-term. We created a Sustainability Committee chaired by myself, a new Sustainability function and appointed a hugely experienced practitioner in ESG, sustainability and philanthropy to build the new team and refresh the strategy and focus.

As you will see from the enclosed report, it has been a key year for us. We hope you enjoy reading our report and we are looking forward to building on these foundations in 2024.

Net zero
in our own operations across the
Group by 2040

02

Our Approach to Sustainability

Rated

A

**in MSCI
2023 rating**

Rated

B

**in CDP
in 2023**

Integrated Overview of our Performance

~58,000

employees
ACROSS OUR GLOBAL OPERATIONS

>170

million
SUBSCRIBERS GLOBALLY

99.8% *

completion
OF OUR CODE OF CONDUCT E-LEARNING

*FTE UAE Operations

Net zero

by 2040
WITHIN OUR OWN OPERATIONS GLOBALLY

25.8% *

WOMEN IN OUR WORKFORCE

*FTE, UAE operations

29.16 *

AED million
CONTRIBUTION TO OUR COMMUNITY WORK

*UAE operations

53.8

AED
BILLION REVENUE

We are pleased to share our second e& Integrated Report and overall fifth annual sustainability disclosure. Following our last report published in March 2023, we have tried to further integrate the contents of our Annual, Sustainability and Governance Reports.

This report covers the financial year (FY) 2023 starting 1 January and ending on 31 December and is characterised by our materiality assessment which was refreshed in early 2023. We have chosen to reorganise the content of this sustainability section around the three ESG pillars of our sustainability activity, each of which addresses our pertinent material challenges. Our intention is to make it easier to use through better structured information.

Our FY 2023 data covers mainly e&'s UAE operations, although, as we transform from a regional telecommunications company to a global technology group, we have started to present certain data points consolidated at Group level. This is the case for our climate change data. We have also included case studies from our operating companies with the aim to give a more holistic picture of the e& Group. Throughout 2024, we will evolve our reporting to reflect Group data in forthcoming reports, and plan to have our 2024 Report externally verified.

This report references GRI standards, while also covering the Abu Dhabi Stock Exchange (ADX) voluntary ESG disclosures, SASB and WEF Measuring Stakeholder Capitalism metrics. The content index for these frameworks can be found on the e& website. As a signatory to the UN Global Compact, we have also mapped this report according to the UNGC disclosure requirements and disclosed how we contribute to the Sustainable Development Goals (SDGs).

The development of this report was led by the e& Sustainability Director, with the input of many colleagues. It was reviewed and approved by the Sustainability Steering Committee, which comprises of senior executives of the Company, the Nominations and Remunerations Committee (NRC) and the Board of Directors.

We welcome your questions and comments on this report at sustainability@eand.com and wish you an informative read.

Our Context

Monitoring the context in which we operate is key to adapting our sustainability practices and ensuring we are on the right track to address our sustainability impacts over the short, medium and long-term.

As a global telecommunication and technology group headquartered in the UAE, certain 2023 circumstances were of particular importance in shaping our role in sustainable development.

Environmental challenges and COP impact:
The tech industry faces growing scrutiny amid environmental challenges, with the recent COP agreements amplifying expectations for sustainable practices. Recognising that 2023 was the warmest year ever recorded intensifies concerns about climate change. As global temperatures rise, tech companies are under pressure to align with COP commitments and contribute to environmental solutions.

e& is proactively addressing climate concerns within the telecommunications sector. We are committed to aligning with COP commitments and have developed our carbon emission reduction targets in line with the Paris Agreement's expectations and the Science-Based Target initiative (SBTi). We achieved this by implementing eco-friendly measures, managing our carbon footprints and strategic partnerships as detailed throughout this report.

e& served as the Principal Technology Partner for COP 28 held in the UAE. We provided connectivity for the event and showcased some of our latest low carbon solutions, such as our first net zero 5G Massive MIMO site in the MENA region. The Company also actively collaborated with business partners across its value chain to develop solutions for a low-carbon economy.

Societal impact:
Challenges, including the escalating cost of living, poverty and inequality, shape our operational environment. Businesses are navigating the social responsibility landscape, addressing concerns about income inequality and the impact of their products and services on affordability. The rising cost of living is also prompting a reevaluation of business models and pricing structures.

We seek to address issues of income inequality, particularly given that our geographic reach includes both high- and low-income economies. The onus is on us, as an employer, to pay fair wages while giving due consideration to ethical and social issues across our value chain.

Artificial intelligence (AI) integration:
AI is changing the way the telecommunications sector makes decisions and runs its operations. As businesses implement AI technology, ethical issues grow more important. It is imperative to strike a balance between innovation and responsible AI practises to ensure that technological breakthroughs conform to social norms and ethical standards.

e& is committed to the responsible implementation of AI technology, with a focus on prioritising social norms and ethical standards. We acknowledge the challenges of enhancing AI capabilities while simultaneously reducing environmental impacts and cost. This commitment underscores our dedication to the responsible use of AI, driving for technological advancements that contribute positively to society and the environment.

ESG evolving landscape:
The evolving ESG landscape includes increasing regulatory requirements that places an additional accountability on firms. As governments and stakeholders demand greater transparency and impact in these areas, companies are under increasing pressure to enhance the robustness of reporting procedures and their overall corporate sustainability work.

e& is proactively responding to shifting ESG requirements by prioritising both regulatory and voluntary ESG considerations and anticipating future regulatory requirements. In addition, we are in the process of enhancing our reporting mechanisms to provide more robust and relevant ESG data and information to our target audiences.

Creating Value

Our Purpose

To be the centre of the customers digital life. We connect them, and we build and enable experiences that make their work more productive and life more enjoyable.

Our Vision

To be a leading global technology group.

Sustainability

To us, sustainability is about managing our environment, social and governance impacts across our value chain, mitigating risks and seizing opportunities, to create company and stakeholder value over the long-term everywhere we operate. Here below we have simplified our value creation model, including mapping our sustainability impact across our value chain.

Inputs

~58,000
employees worldwide

>74*
nationalities

25.8%*
women in our workforce

13.7*
AED billion supply chain spend

AA-, Aa3
S&P, Moody's credit rating

Value created

>170
million subscribers across our geographical footprint, many of which are in low and lower-middle income economies

53.8
AED billion revenues

"A"
MSCI rating

"B"
CDP rating

Procurement

Operations

Network

Retail and sales

Sustainability supply chain

• Talent attraction, development and retention • Local talent

Responsible commercialisation

Water usage

• Digital innovation • Community involvement • Network availability • Digital access and inclusion

• Ethical business practices • Data privacy • Human rights • Climate change • Economic performance • Diversity, equity and inclusion • Waste management and circularity • Health and safety • Cybersecurity

*UAE operations
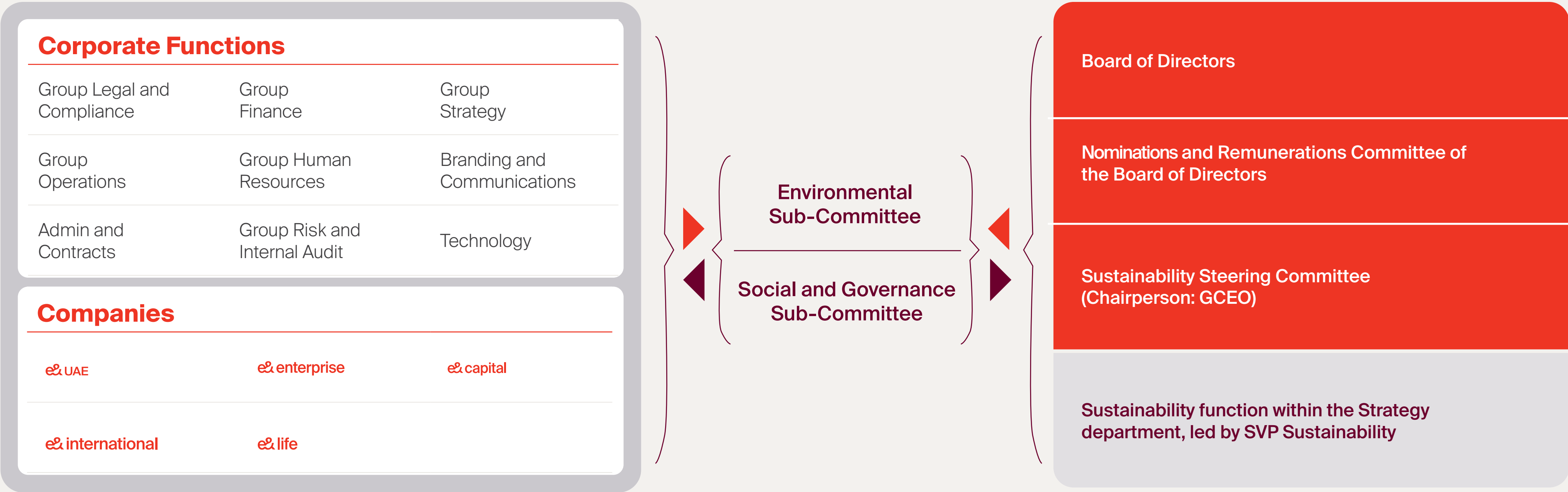
Sustainability Governance

Within our Board of Directors, the Nominations and Remunerations Committee (NRC) is responsible for Environmental, Social and Governance (ESG) matters. The NRC also oversees the sustainability strategy and the progress made toward achieving sustainability targets, as well as the plans for environmental and climate action. Finally, the NRC advises the Board on programmes related to ESG matters. It further oversees e&'s material business risks in relation to ESG as well as risk management strategies and risk controls.

A Sustainability Steering Committee was established at management level to provide strategic direction on sustainability across the Group, and to drive the implementation of the sustainability programme. This Committee is chaired by our Group CEO and is composed of members of e&'s executive management. e&'s Senior Vice President of Sustainability reports directly to the Committee on all ESG and sustainability matters. Cross functional sub-committees that focus on environmental, social and governance issues were established to assist the Committee in its work. The Environment sub-committee is chaired by e& International Chief Technology Officer, while the Social and Governance sub-committee is chaired by the Group Chief Legal and Compliance Officer. The sub-committees are composed of Directors and Senior Directors who have sustainability integrated into their daily scope of work across the Group.

A committed group of sustainability experts with experience in all ESG pillars, advises and provides particular insight as needed to help integrate sustainability into the business on a daily basis.

In 2023 we worked on our incentive programme to add ESG factors to both our Company's scorecard and the individual scorecards of four Executive team members, so that they are rewarded for how well e& performed in one ESG rating.

Corporate Functions

Group Legal and Compliance	Group Finance	Group Strategy
Group Operations	Group Human Resources	Branding and Communications
Admin and Contracts	Group Risk and Internal Audit	Technology

Companies

e& UAE	e& enterprise	e& capital
e& international	e& life	

Environmental Sub-Committee

Social and Governance Sub-Committee

Board of Directors

Nominations and Remunerations Committee of the Board of Directors

Sustainability Steering Committee (Chairperson: GCEO)

Sustainability function within the Strategy department, led by SVP Sustainability

Our Strategy: Strengthening the base while aiming for new heights globally

At e& we believe technology and connectivity are enablers of a future that can positively impact the planet, the people and our Company.

Our vision is to be a leading global technology group. Sustainability is at the core of our strategy, supporting our vision and transformation. Sustainability cannot occur without transformation - while transformation without a sustainability component cannot be viable over the longer term.

This framework aligns to the UAE and Abu Dhabi Government's initiatives and declarations such as UAE Vision 2030, UAE Principles for the Next 50, UAE Net Zero Plan 2050 and the Abu Dhabi Economic Vision 2030.

In 2023, we united our diverse sustainability projects and fortified the foundation of our work on sustainability. In addition to concentrating on 19 prioritised workstreams, we have improved our sustainability governance, established a specialised Sustainability department and appointed sustainability champions throughout the organisation.

To further support e&'s Group transformation and add value to society and our stakeholders, we intend updating our materiality assessment and developing a new sustainability strategy in the upcoming year. This will include developing targets across our most material topics.

Over time our sustainability framework was centred on five major pillars:

Securing a **digital future** for all

Maintaining **ethical** and **transparent** business practices

Diverse, inclusive and **ethical employer**

Low carbon operations and **helping** the world **decarbonise**

Giving back to the society

While we develop our new Strategy, we have structured our sustainability work and this report around the following pillars:

Managing our **environmental footprint**

Empowering people and giving back to society

Operating responsibly

e& recognises the importance of disclosing the most accurate non-financial data. This is necessary for us to track our performance against our environmental and social targets while at the same time providing the investor community and the ESG ratings with a clear and transparent view of our ESG/Sustainability performance. We strive to implement global standards for reporting non-financial data and aim to contribute to these efforts as we progress on our sustainability journey.

Karim Bennis
Chief Financial Officer

Materiality

e& regularly assesses its material topics to identify and remain up to date with all the sustainability related matters, risks and opportunities that might have a direct or indirect impact on the Company, the communities in which we operate and sustainable development as a whole.

We utilise a four-pronged approach to identify key material issues:

- Understanding the context in which we operate from a sustainability perspective
- Identifying a list of potential material matters through desktop research, current sustainability activities, review of peer companies, industry trends and standards, rating agencies and employee interviews
- Assessing the impact of material issues by considering e&'s strategy, our broader mission, stakeholders' interests or concerns, social expectations, supply chain and climate change risks and opportunities
- Reviewing and validating the results of our materiality assessment with e& management and the Sustainability team

Our material topics were examined and revised in late 2022 in light of peer and sector assessments. These were further revisited in light of the latest GRI Standards and an overview of industry material topics and expectations from investors. The revision of material topics was also a result of the maturing of our sustainability programme in 2023. Our list of material topics is detailed below:

Managing Our Environmental Footprint	Empowering People and Giving Back to Society	Operating Responsibly
Climate change	Diversity, equity and inclusion	Ethical business practices
Waste management and circularity	Talent attraction, retention and development	Data privacy
Water usage	Local talent	Cybersecurity
	Digital access and inclusion	Sustainable supply chain
	Health and safety	Human rights
	Community involvement	Responsible commercialisation
		Digital innovation
		Network availability
		Economic performance

These topics are addressed under the three pillars of this report:

- Managing our environmental footprint
- Empowering people and giving back to society
- Operating responsibly

The topic of "Economic Performance" is addressed in our Annual Report.

Our materiality study includes sustainability risks and opportunities, which are typically incorporated into our enterprise risk management initiatives. We address these in our Annual Report.

Engaging with our Stakeholders

At e&, we define our stakeholders as people or groups of people who can impact or who can be impacted by our business activities or relationships. We seek to understand and respond to the views and concerns of our diverse stakeholders, who influence our business practices and corporate priorities. We regularly engage with our key stakeholder groups, represented in the following diagram, to help shape and drive our sustainability strategy. To this end we use various communication channels such as focus groups, formal gatherings, training, partnerships, contractual relationships and regular communications. We meet regularly with investors and analysts and have regular interactions with government, regulators and our suppliers. Partnerships with NGOs and local communities play a pivotal role in our community work. Our customers can interact directly with our customer assistance through "My Etisalat" mobile applications. Our employees can raise their concerns through various channels, including our speak-up line, reaching out to our HR or ethics and compliance functions or through the various surveys they are invited to complete year-round. Throughout this report we have illustrated under each material topic the prime stakeholders connected with our activities.

Contributing to the SDGs

We aim to play our part in contributing to the Sustainable Development Goals (SDGs). Back in 2022, we outlined, at the subtarget level how e& contributes to the SDGs. Together with our efforts to update our sustainability strategy, we will reassess our contribution to the SDGs to streamline and maximise our impact.

Digital Transformation and Innovation

TARGET 8·2 — DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY

TARGET 9·4 — UPGRADE ALL INDUSTRIES AND INFRASTRUCTURES FOR SUSTAINABILITY

TARGET 17·7 — PROMOTE SUSTAINABLE TECHNOLOGIES TO DEVELOPING COUNTRIES
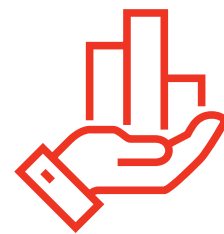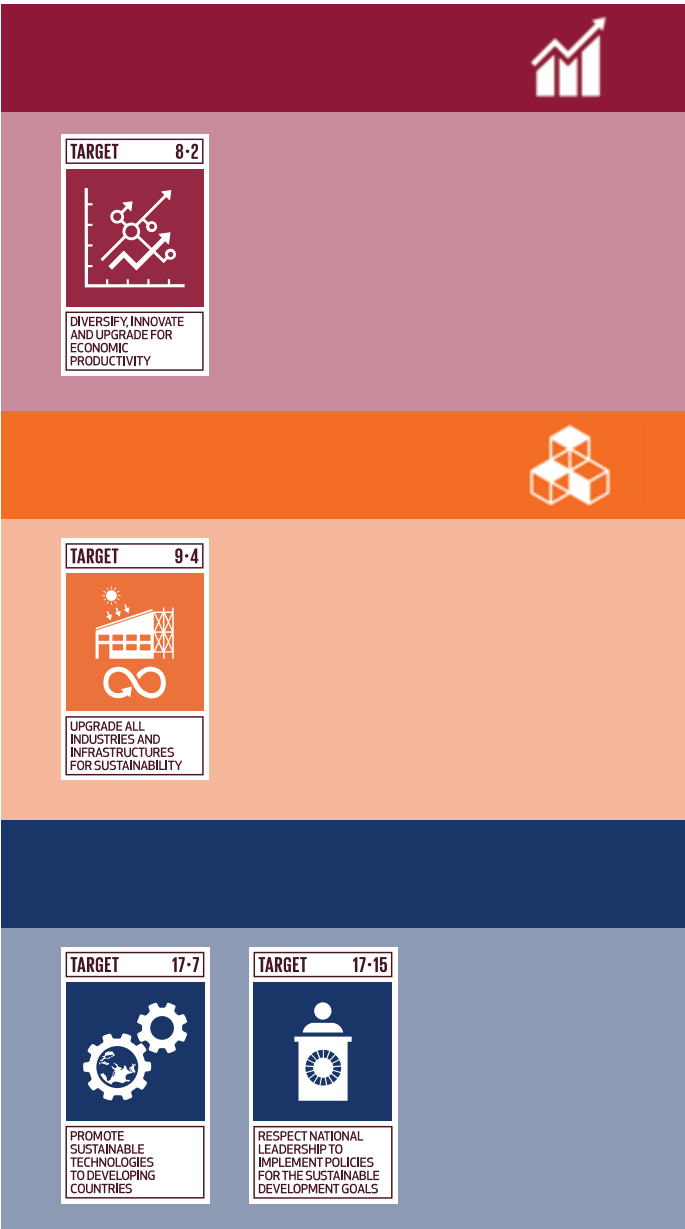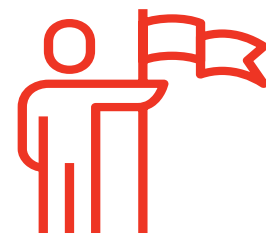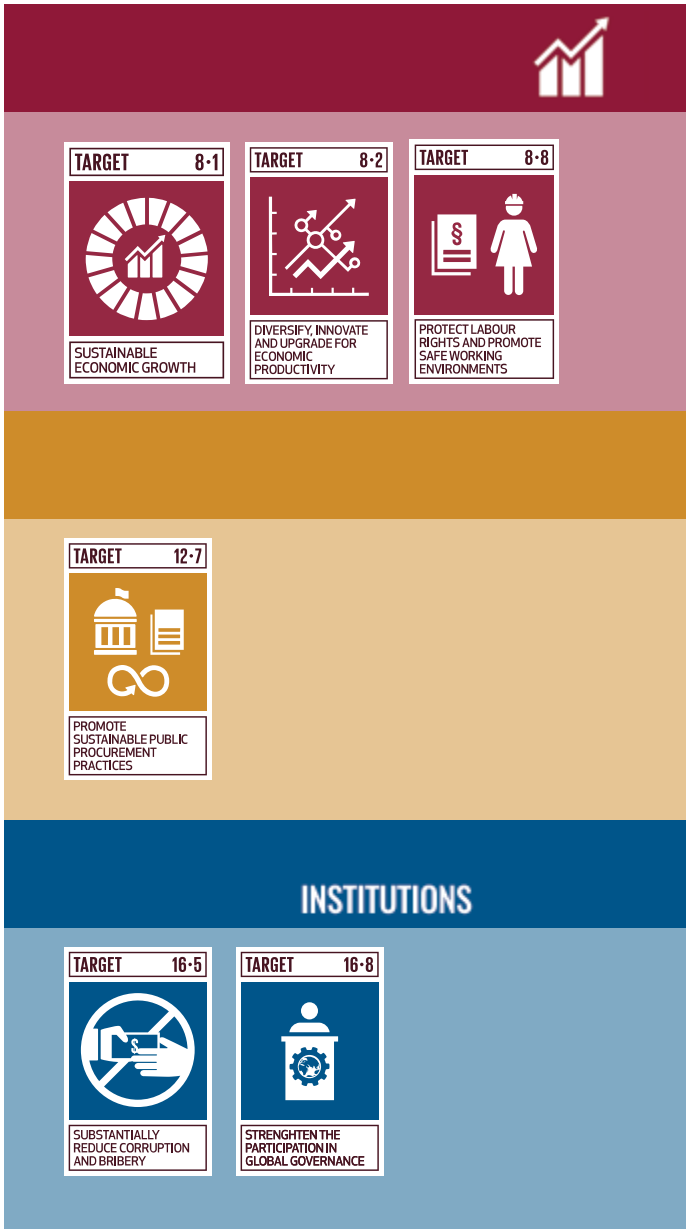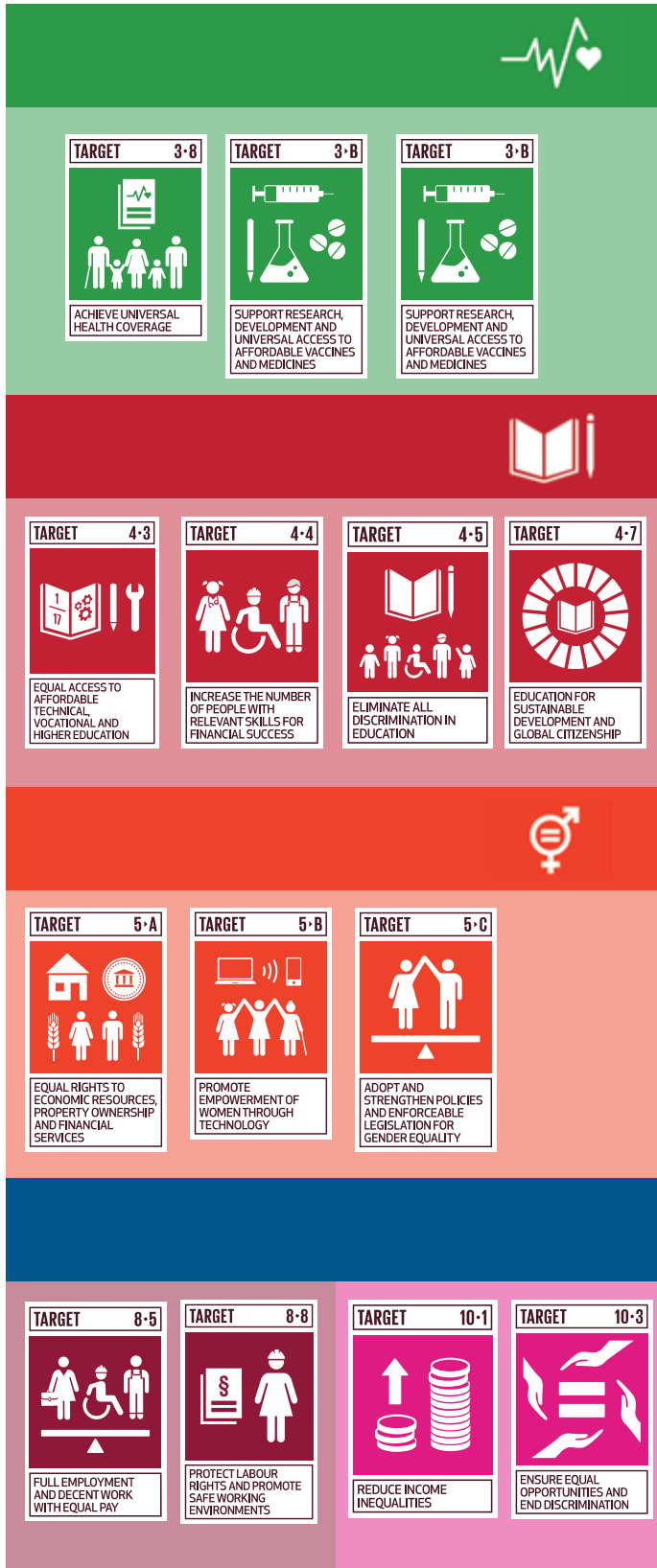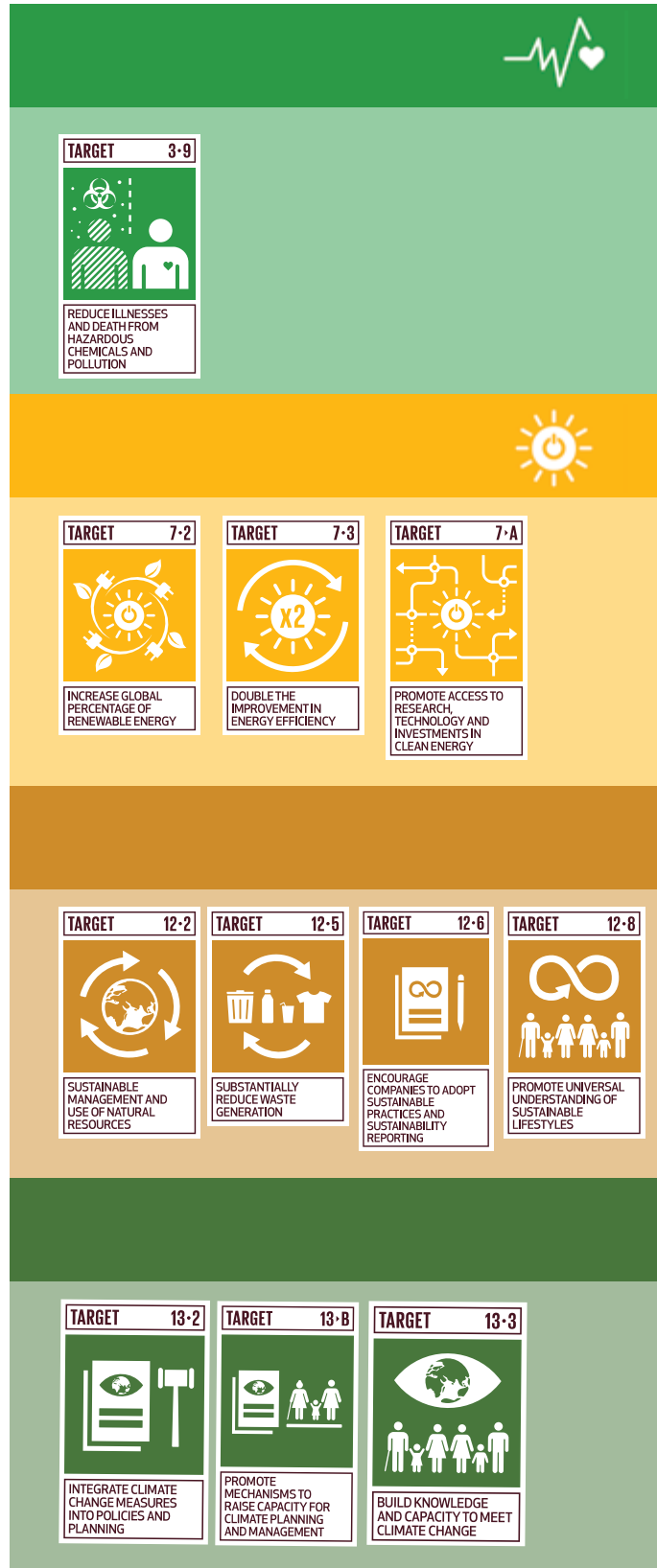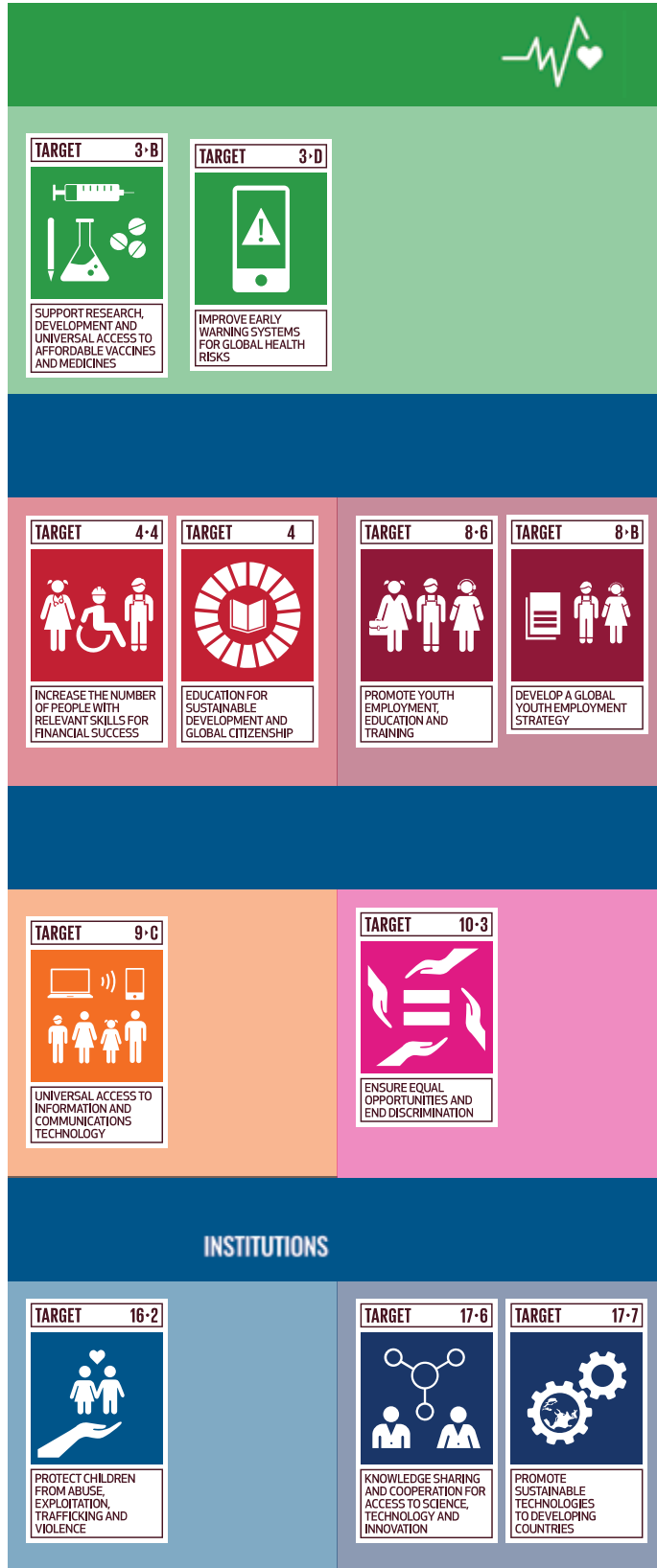
TARGET 17·15 — RESPECT NATIONAL LEADERSHIP TO IMPLEMENT POLICIES FOR THE SUSTAINABLE DEVELOPMENT GOALS

Accountable Business Practice

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

TARGET 12·7 — PROMOTE SUSTAINABLE PUBLIC PROCUREMENT PRACTICES

INSTITUTIONS

TARGET 16·5 — SUBSTANTIALLY REDUCE CORRUPTION AND BRIBERY

TARGET 16·8 — STRENGHTEN THE PARTICIPATION IN GLOBAL GOVERNANCE

Empowering People

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

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

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 ENFORCEABLE LEGISLATION FOR GENDER EQUALITY

TARGET 8·5 — FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

TARGET 8·8 — PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS

TARGET 10·1 — REDUCE INCOME INEQUALITIES

TARGET 10·3 — ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION

Environmental Management

TARGET 3·9 — REDUCE ILLNESSES AND DEATH FROM HAZARDOUS CHEMICALS AND POLLUTION

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

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

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

TARGET 3·B — SUPPORT RESEARCH, DEVELOPMENT AND UNIVERSAL ACCESS TO AFFORDABLE VACCINES AND MEDICINES

TARGET 3·D — IMPROVE EARLY WARNING SYSTEMS FOR GLOBAL HEALTH RISKS

TARGET 4·4 — INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

TARGET 4 — EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP

TARGET 8·6 — PROMOTE YOUTH EMPLOYMENT, EDUCATION AND TRAINING

TARGET 8·B — DEVELOP A GLOBAL YOUTH EMPLOYMENT STRATEGY

TARGET 9·C — UNIVERSAL ACCESS TO INFORMATION AND COMMUNICATIONS TECHNOLOGY

TARGET 10·3 — ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION

INSTITUTIONS

TARGET 16·2 — PROTECT CHILDREN FROM ABUSE, EXPLOITATION, TRAFFICKING AND VIOLENCE

TARGET 17·6 — KNOWLEDGE SHARING AND COOPERATION FOR ACCESS TO SCIENCE, TECHNOLOGY AND INNOVATION

TARGET 17·7 — PROMOTE SUSTAINABLE TECHNOLOGIES TO DEVELOPING COUNTRIES

Memberships

e& joined the World Economic Forum as Partner

e& became the first UAE private sector entity to join the UAE Independent Climate Change Accelerators (UICCA)

CEB Global Limited

European Telecommunication Standards Institute

FTTH Middle East ard North Africa FZ LLC

First.Org, Inc.

Foundation for the Global Compact

Gartner Gulf FZ-LLC

Global System for Mobile Communications Association (GSMA)

Infomaton Systems Audit and Control Association

Institute of Risk Management

The Institute of Internal Auditors

International Telecommunications Union

Pacific Telecommunications Council

SAMENA Telecommunications Council

The UAE Chief Sustainability Officers Network

03

Managing our Environmental Footprint

8620 tCO$_2$e

reduction in Scopes 1 and 2 GHG emissions

25%

reduction in our Scope 3 emissions by 2030 Group-wide (2022 baseline)

e& realises fully that environmental and societal wellbeing must not be sacrificed for the sake of our Company's prosperity. It is not just a promise, but also a legacy we hope to leave for future generations as we transition to operating more sustainably. We work actively to minimise waste throughout our value chain, adopt water-wise practises in our operations and invest in energy and climate smart networks and solutions. We understand that building a more inclusive and sustainable future requires deliberate action. Adaptability, resilience and flexibility are essential components of our approach, to guarantee that we successfully handle the opportunities and difficulties posed by ESG variables.

Achieving net zero greenhouse gas emissions for Scopes 1 and 2 by 2040 and for Scope 3 by 2050 is e&'s objective. We are moving in the right direction with projects like the installation of energy-efficient base stations, the modernisation of macro sites with cutting-edge features and the improvement of our network and data centres' energy efficiency. Strategic initiatives such as on-site renewable deployment, long-term power purchase agreements and raising the percentage of renewable energy in our operations are further examples of our commitment to renewable energy. These initiatives demonstrate our commitment to building an environmentally conscious and sustainable future.

Focus on: Climate Change

"

e& recognises the urgency of addressing climate change and is dedicated to reducing our environmental impact as we transform into a technology group. 2023 was a year of enhancement for our climate change programme: we conducted our carbon footprint assessment across our entire Group and value chain, developed new emissions reduction targets validated by SBTi, achieved a B rating in the Carbon Disclosure Project (CDP), served as the Principal Technology Partner at COP28 and unveiled a green loan of AED 366 million. While we are proud of our achievements, we are aware of the journey that lies ahead of us. We are strengthening our initiatives to improve our energy efficiency, increase the use of renewable energy and reduce our reliance on fossil fuels. At e&, we want to believe that climate change is also an opportunity for our Company and our sector to contribute more broadly to global decarbonisation efforts through key technological advancements.

Sabri Ali Yehya
CTO, e& international

Definition of material matter:

Our carbon footprint is the entire amount of greenhouse gas emissions (GHG) resulting from our activities, both directly and indirectly, expressed in carbon dioxide equivalents. It includes emissions from a range of sources, such as energy use, use of sold products or transportation.

Why it is material to e&:

e& operates in regions affected by extreme weather conditions, exacerbated by climate change. Mitigation and adaptation strategies are essential to preserve water, biodiversity and food security as well as to preserve our business continuity, threatened by extreme weather conditions. With growing consumer demand for green products and services, we believe reducing our carbon footprint is a business necessity.

Type of impact:

Implementing carbon reduction strategies aligns with global sustainability goals, positively impacting the environment and society. Investing in sustainable practices presents opportunities for innovation, cost savings and enhanced brand reputation. Failure to manage and reduce our carbon footprint poses a risk to our environmental credibility, regulatory compliance, and stakeholder relationships and business continuity.

Value chain impact:

Upstream   Operations   Downstream

Key stakeholders:
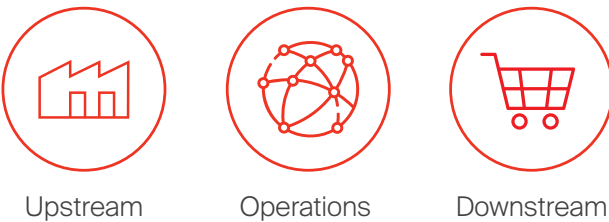
Local communities   Governments   Customers   Employees   Business Partners   Regulators

Targets:

- Achieve net zero emissions (Scope 1 and 2) across all our markets by 2040 (UAE 2030)
- Achieve net zero emissions (Scope 1, 2 and 3) across all our markets by 2050
- 43% reduction in Scope 1 and 2 across all our markets by 2030 versus the 2022 baseline – SBTi validated
- 25% reduction in Scope 3 across all our markets by 2030 versus the 2022 baseline – SBTi validated

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Our management approach

Our efforts in combating climate change start with understanding our carbon footprint by applying commonly used guidelines and standards. e&'s emissions accounting methodology is based on the greenhouse gas protocol and uses emission factors from DEFRA, the US EPA and the IEA. It considers direct and indirect emissions across our entire value chain and our operating companies. This holistic perspective ensures that we not only measure and mitigate emissions from our immediate activities, but also address the broader impact throughout our business ecosystem. e&'s governance structure alignment with international standards, allows us to set ambitious targets and strive continuously for a net zero emissions future across all our operations. The Group's commitment extends beyond regulatory requirements, reflecting our dedication to environmental stewardship.

Addressing climate change requires a cross-functional approach across the Group. The e& international Technology team leads our carbon reduction efforts throughout the Group, supported by the Sustainability team. Our climate-related risks and opportunities are jointly managed by the Enterprise Risk Management (ERM) team and the Sustainability function, with a view for further integration in 2024.

Our Corporate Finance team, supported by a cross-function group composed of our Legal, Sustainability, Procurement and e& international Technology teams, leads e&'s work on green finance.

Any climate change commitment made by the Group follows a specific approval process, including the CXO of the department in charge, the Sustainability Steering Committee and the GCEO. The NRC of the Board of Directors oversees our climate strategy, as per its area of responsibility.

e&'s progress in 2023

2023 marked a step-change in our climate change programme. Besides serving as the Principal Technology Partner for COP28, we conducted our first carbon footprint exercise across the Group, enabling us in turn to develop our groupwide reductions targets, validated by SBTi, in line with a 1.5 degrees scenario.

This exercise, undertaken with an external consultancy, was an on-the-ground confirmation of our initial findings regarding our hotspots and carbon reduction strategies.

Emissions from our own operations and supply chain each contribute to approximately 50% of overall emissions. Different patterns emerge within our operating firms as a result of the diversity of network types, locations and grid supplies. At Group level, within our own operations (Scope 1 and 2), purchased electricity (Scope 2) contributes to roughly 80% of our emissions groupwide, while emissions from fossil combustion and refrigerants amount to approximately 20% of our emissions (Scope 1).

Our three-pronged strategy is centred around these concerns. It focuses primarily on our network and our data centres in a second stage, and is aimed at reducing our greenhouse gas emissions while our network and business expands

1. Reducing reliance on fossil fuels (Scope 1) and harmful GWP gases used as refrigerants
2. Improving our energy efficiency
3. Increasing our usage of renewable energy

Focus on: Climate Change (continued)

Our first pillar is twofold. Firstly, reducing the number of base stations that are off-grid and mostly diesel dependent by either connecting them to the grid or opting for hybrid solutions utilising more efficient batteries and renewable energy such as solar. Secondly, we aim to reduce the use of high GWP refrigerants used across data centres for cooling. This means recovering and recycling refrigerant gases from decommissioned AC units or during AC repair and maintenance. We are also investigating more innovative cooling solutions that use non-harmful cooling liquids.

Our second pillar involves modernising our network with more efficient equipment, specifically batteries. This implies close collaboration with our vendors. For instance, certain batteries we purchase have the potential to significantly reduce our energy consumption at certain base networks by including an intelligent AI-generated algorithm assessing energy consumption. We have also developed a proof-of-concept in which replacing a 2G, 3G or 4G site with modernised equipment reduced its energy consumption significantly. As we progress from a technology perspective, 5G sites are 90% more efficient per unit of data compared to 4G sites. These are however more energy intensive overall, requiring improvements to our energy efficiency programme.

Our third pillar centres on renewable energy. In this regard, we are working mainly on solar solutions for our network base stations, either fully solar or hybrid solutions involving more efficient batteries. COP28 was an opportunity to present the deployment of the first net zero 5G Massive MIMO site in the MENA region and the integration of a zero-footprint RAN site within our network. Part of our focus on renewable energy also includes focusing on green electricity. e& operates in regions where renewable electricity is still scarce. We actively engage with electricity providers to seek opportunities to green our grid. Just recently, e& worked with other large companies and the Dubai Electricity and Water Authority (DEWA) to purchase International Renewable Energy Certificates (I-RECs). In Egypt, we signed a 25-year PPA agreement with the local electricity provider to cover 100% of our on grid consumption.

These efforts all form part of our climate transition plan, initiated in 2023 and currently under development.

Looking beyond our operations, we plan to address our Scope 3 emissions by focusing on our purchased goods and services through Project Life, a green procurement initiative launched in 2023 by our Procurement team. We are also considering a take-back programme that would allow our customers to recycle, reuse or refurbish the products bought in our store, thereby reducing waste and ultimately our carbon footprint.

Our active role in COP28 was another highlight in 2023. As the Principal Technology Partner, we provided connectivity for the event with a zero CO_2 footprint. We also hosted and participated as speakers in various sessions focusing on AI, technology, innovation, 6G and Charge&Go. The business contributed to critical conversations on climate action, leveraging its digital infrastructure to facilitate discussions on reducing emissions and achieving sustainability goals. COP28 provided a platform to showcase our commitment to addressing climate change on a global scale.

During COP28, we unveiled our Innovation Hub for Power Solutions in collaboration with regional and international partners. This initiative aims to spearhead the decarbonisation of the telecommunications industry, bringing together the various actors in the telecommunication value chain and developing solutions to address climate change challenges.
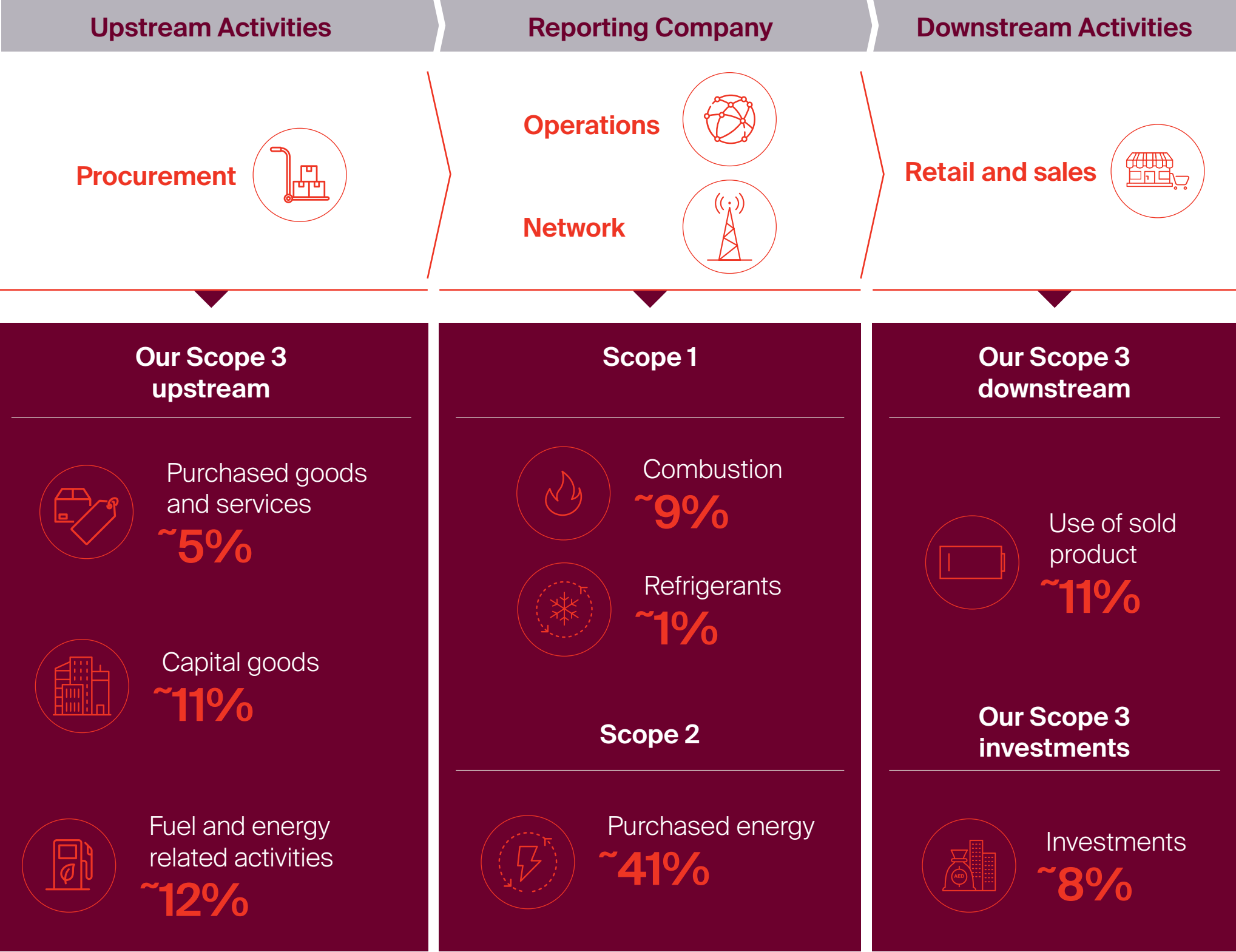
e& also launched the Charge&Go electric vehicle charging network, contributing to sustainable mobility. This initiative aligns with our efforts to support eco-friendly actions and address climate change challenges. In addition, we committed to the Green Digital Action Initiative, led by the International Telecommunication Union (ITU). These various initiatives underscore our dedication to sustainability, environmental responsibility and driving positive change on a global scale.

In summary, e&'s active involvement at COP28 reflects its commitment to sustainable practices, innovation and addressing global challenges related to climate change and environmental sustainability. While climate change challenges evolve rapidly, we believe we have set a solid base for our climate protection programme.
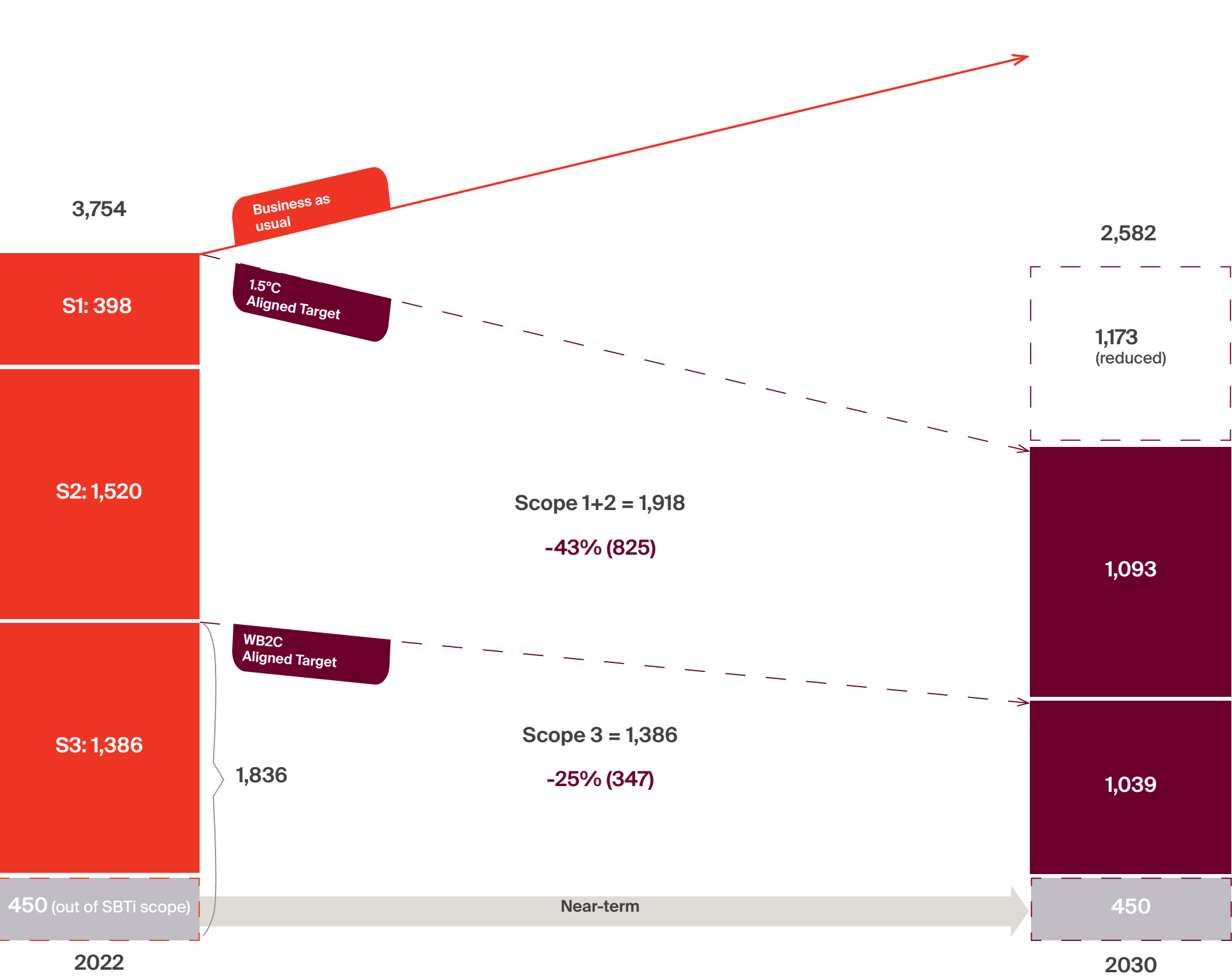
Looking ahead to 2024
With an eye on the future, e& is unwavering in our resolve to control and lower carbon emissions. We will keep enhancing energy efficiency, utilising renewable energy sources and putting cutting-edge technology into practise as part of our Sustainability Plan. We will further integrate climate risk work into our ERM and plan to report according to TCFD in the near future.

## Our global carbon footprint based on our 2022 baseline

Upstream Activities	Reporting Company	Downstream Activities
Procurement	Operations / Network	Retail and sales

Our Scope 3 upstream	Scope 1	Our Scope 3 downstream
Purchased goods and services ~5%	Combustion ~9%	Use of sold product ~11%
Capital goods ~11%	Refrigerants ~1%	
	Scope 2	**Our Scope 3 investments**
Fuel and energy related activities ~12%	Purchased energy ~41%	Investments ~8%

Our Group's 2030 CO_2 reduction targets (in '000 tCO_2e) – validated by SBTi

2022 total: 3,754
- S1: 398
- S2: 1,520
- S3: 1,386
- 450 (out of SBTi scope)
- 1,836

Business as usual → 2,582

1.5°C Aligned Target

WB2C Aligned Target

Scope 1+2 = 1,918, -43% (825)

Scope 3 = 1,386, -25% (347)

Near-term

2030:
- 1,173 (reduced)
- 1,093
- 1,039
- 450

Focus on: Climate Change (continued)

Our performance*	2022	2023
Scope 1 GHG emissions (tCO$_2$e)	398,378	390,610
Scope 2 GHG emissions (tCO$_2$e) - market based	1,519,824	1,518,972
Scope 3 GHG emissions (tCO$_2$e)	1,836,100	**
Total GHG emissions (tCO$_2$e)	3,754,302	**
Scope 1 + Scope 2 GHG emissions (tCO$_2$e)	1,918,202	1,909,582
Reduction of GHG emissions scopes 1 and 2 (tCO$_2$e)	n/a	8,620
Total energy consumption within the organisation (MWh)	3,869,467	4,072,911
Total renwable energy consumption (MWh)	85,276	123,623
Total non-renewable energy consumption (MWh)	3,784,191	3,949,288
Total fuel consumption within the organisation from non-renewable sources (MWh)	1,129,903	1,299,652
Total electricity consumption (MWh)	2,738,534	2,773,259
Renewable electricity consumption (MWh)	85,276	123,623
Total energy consumed: percentage grid electricity (%)	69	65
Total energy consumed: percentage renewable (%)	2	3

* This set of data covers our global operations including operating companies
** Data unavailable at time of publication
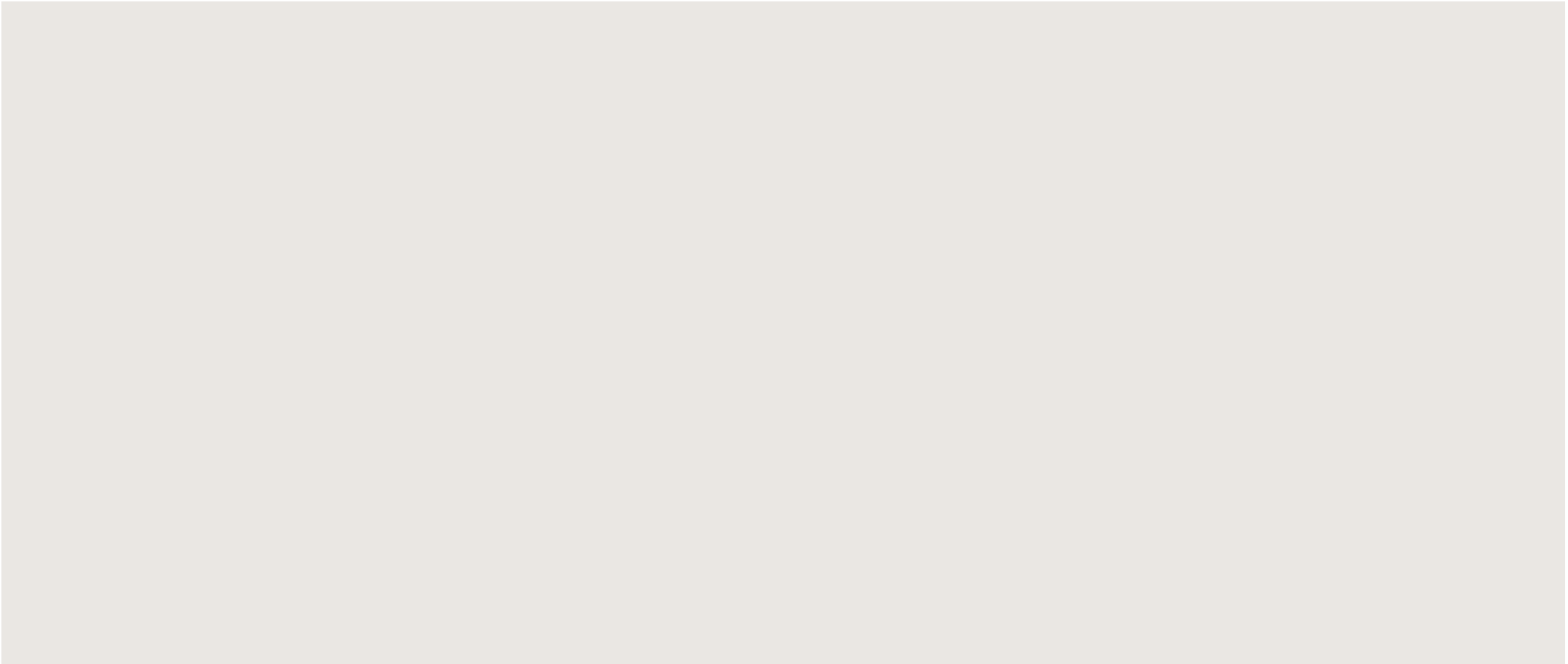
Transforming the telecommunication landscape: e& unveils GCC Innovation Hub for Power Solutions at COP28

In 2023, e& initiated a ground-breaking project by unveiling the GCC Innovation Hub for Power Solutions (the Innovation Hub), a strategic collaboration with the GCC Sustainability Alliance. This forward-looking initiative underscores our commitment to sustainability and positions the Company as a leader in fostering innovation within the telecommunication industry.

Developed in partnership with key regional and international entities, this Innovation Hub focuses on advancing the decarbonisation of the telecommunication sector, aiming to significantly reduce its carbon footprint. The Innovation Hub serves as a collaborative platform, facilitating the sharing of expertise and green solutions, aligning with e&'s overarching strategy of

embracing sustainable energy sources and striving for net zero emissions.

Notably, the initiative has garnered attention from 39 telecommunication operators across 30 countries, demonstrating the industry's commitment to sustainable practices. The primary objective of the Innovation Hub is to foster collaboration in creating cutting-edge renewable energy solutions, acting as an incubator for proof-of-concept projects that contribute to the reduction of greenhouse gas emissions.

This initiative exemplifies e&'s dedication to promoting innovation, reinforcing the industry's sustainability commitment and actively contributing to global environmental objectives.

Pioneering renewable energy implementation through partnerships at e& Egypt

e& Egypt has taken innovative steps towards sustainability by integrating renewable energy sources into its operations. This strategic move not only demonstrates a commitment to environmental conservation but also addresses the urgency to reduce our carbon footprint. Through various contracts and agreements, e& Egypt is actively shaping a greener future.

e& Egypt commitment is evident by the one-year contract with the New and Renewable Energy Authority and the Ministry of Communication and Information Technology where 100% of e& Egypt sites, with power meters, will be provided with renewable energy from solar and wind plants. Ongoing efforts to renew this contract highlights its dedication to the renewable energy initiative.

An agreement with Amarenco Solaris Egypt Energy further strengthens e& Egypt sustainability endeavours. This agreement outlines the establishment of a 13MWp solar power plant in the Canal region, covering 75% of the Company's electricity consumption. The project, supported by a 21.5% discount from a government tariff, showcases the economic viability of renewable energy adoption.

e& Egypt also aims to establish a solar power plan in collaboration with NAvComm.

In addition, e& Egypt green energy solutions aim to minimise the carbon footprint of its network sites. Three solutions have been implemented at its sites:

- Solar power provides 100% clean energy at 210 sites, saving 100% of the diesel generator costs
- A hybrid diesel generator and solar approach produces 50% less CO$_2$ emissions at 55 sites, saving half of the usual diesel generator costs
- A hybrid diesel generator and battery approach, emits 65% to 70% less CO$_2$ at 215 of our sites and saves half of the operating costs for diesel generators

e& Egypt proactive pursuit of renewable energy integration showcases a dedication to sustainability and environmental responsibility. Through collaborations, agreements and innovative solutions, the Company is not only reducing its environmental impact but is also achieving economic benefits.

Sustainability as a service: Helping our customers decarbonise

While striving to reduce our carbon footprint, we also recognise we have our part to play in helping others, especially our customers, decarbonise through the technology solutions and services we can offer. e& positions itself strategically in the dynamic tech industry, recognising and seizing opportunities in the evolving technological landscape.

In 2023, e& enterprise launched Sustainability as a service, consolidating a range of solutions into a tailored offering for customers embarking on their sustainability journey. This innovative model seamlessly integrates sustainability into business operations, providing a structured and adaptable approach

for organisations to achieve both short-term and long-term sustainability goals. The suite of services consolidated under a single portfolio includes various services and solutions facilitated through cloud based platforms. From street light sensors to smart parking, waste bin sensors or smart metering and energy management, we have enabled our clients to remove CO$_2$ in 2023. We are currently expanding our offering beyond the UAE borders into the MENA region and enhancing the offering into a full suite of overall ESG solutions, such as reporting, strategy development and impact measurement.

Waste Management and Circularity

Definition of material matter:

The way in which e& manages its waste streams: securely disposing of hazardous waste, correctly managing e-waste, overall reducing waste and increasing recycling while striving towards more circularity: reusing, recycling and refurbishing customer products.
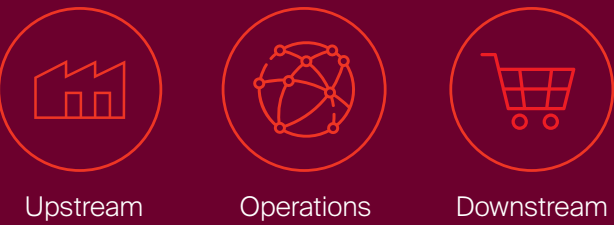
Why it is material to e&:

Within our industry, operational waste and e-waste have a significant environmental impact, which we must minimise. Customer demand for more sustainable products and services is growing, and we must address the end-of-life impact of the products we sell.

Type of impact:

By addressing the challenges posed by e-waste and the proper disposal of the products we sell collaboratively across our value chain, we will reduce our negative environmental impact and improve e&'s reputation.

Value chain impact:

Upstream	Operations	Downstream

Key stakeholders:

Local Communities	Governments	Customers	Employees	Retailers/ Wholesalers	Suppliers

Policies:

e& Group Environment Policy

Green SIM Card Initiative
As the Principal Technology Partner of COP28 and in alignment with the UAE's "Year of Sustainability" in 2023, we intensified our green initiatives. e& launched the Green SIM Card initiative, providing SIM cards made from recycled consumer electronics. Over half a million green SIM cards were distributed to visitors and attendees at the COP28 event. The use of these new cards, manufactured from recycled consumer electronics, provides a more environmentally friendly option compared to traditional cards, aligning with our vision for a greener and more sustainable future.

Context

Over 53 million metric tonnes of e-waste were generated globally in 2019, and that amount is projected to increase by 50% in the next six years[*]. Our waste streams take many forms and our electronic waste includes batteries or ink cartridges. As a responsible business, it is e&'s duty to recycle, reuse and refurbish e-waste where possible or to dispose of it responsibly.

Waste regulations are evolving and requesting more circularity on behalf of private companies, while consumers are seeking greener product alternatives and responsible disposal or return options. E-waste recycling options are growing in the MENA region.

Our management approach

Waste management is governed by e& Group's Environmental Management Policy, supported by its Environmental Management System (EMS). The HSE function, which addresses waste issues on a day-to-day basis, is part of our wider e& Operations team reporting directly to the CEO and works across the Company to address waste issues.

Within e& UAE operations, we have certified 5 facilities to the ISO 14001 standard.

Our progress in 2023

e&'s EMS covers various aspects of waste management and promotes the reduction of waste generation. Our waste streams include hazardous waste such as oil or batteries, which we dispose of according to local legislation. We strive to recycle non-hazardous waste where possible. Out of a total of 1016.7 tonnes of non-hazardous waste, 27% were recycled in 2023.

Our operational e-waste, when decommissioned, is stored in warehouses and sent for recycling or disposal.

Our goal is to decrease the quantity of waste that ends up in landfills.

Looking at our downstream waste, we are proud to say that e& UAE operations is fully implementing e-billing, saving on paper.

In 2023, we conducted a carbon footprint exercise which highlighted the Scope 3 emissions that stem from the end-of-life treatment of the products we sell. By providing take-back options to customers, we can reduce our carbon footprint while reducing e-waste and our environmental impact overall. This will form part of our 2024 focus.

We recognise that the best way to reduce waste is not to have any waste to dispose of in the first place. To this end, we are working upstream in our value chain by setting up a project to assess how green the products are that we purchase. Project Life was initiated by our Procurement team at the end of 2023, and we look forward to sharing more information on how we assess products and work with suppliers in 2024.

Looking ahead to 2024

As we further advance our Company transformation, we aim to improve our waste management reporting in 2024 to provide a group picture across our operating companies. We will also be looking into electronic product take-back options for our customers to minimise waste and promote re-use, refurbishment and recycling options.

Our performance

	2021	2022	2023
Total waste generated (tons)	326.58	834.46	1126.65
Hazardous waste generated (tons)	115	95	110
Non-hazardous waste generated (tons)	211.58	739.46	1016.65
Non-hazardous waste recycled (tons)	70.96	283.00	278.15
E-waste generated (tons)**	26.5	17.5	34
Number of facilities covered by ISO 14001 certification (high-rise buildings)	5	5	5

*Unitar, ITU: The Global E-waste Monitor 2020, Global e-Waste Monitor - ITU Hub
**Calucated based on internal estimates

Water Usage

Definition of material matter:

The way in which e& manages its water use across its operations.

Why it is material to e&:

The telecommunications sector may not be a water intensive industry, but e& operates in water scarce regions. Water management and conservation is material to us and the communities in which we work.

Type of impact:

Lack of efficient water management processes could lead to water waste and increased water costs in water scarce regions.

Value chain impact:

Operations

Key stakeholders:

Local Communities   Governments   Employees

Policies:

e& Group Environmental Management Policy

Context

Water assessment and predictions for the MENA region clearly indicate that current water scarcity in the region will worsen over the next few years. According to the World Bank, "By the end of this decade, the amount of water available per capita annually will fall below the absolute water scarcity threshold of 500 cubic meters per person, per year."* As a telecommunications and technology group, although the Company's operations are not water intensive nor dependent on water as a resource, it is our duty to preserve it for the sake of the communities in which we operate.

Our management approach

Water management is governed by the Environmental Management Policy applicable to the e& Group, supported by its Environmental Management System (EMS). Our Health, Safety and Environment (HSE) function, which addresses water issues on a day-to-day basis, is part of our wider e& Operations team reporting directly to the CEO.

Within e& UAE operations, we have certified 5 facilities to the ISO 14001 standard.

Our progress in 2023

We are committed to reducing our water consumption in the facilities in which we operate. We use desalinated water sourced from municipal networks. Across our facilities, our work follows a three-pronged approach: limiting water use with the help of sensors or automating its distribution through automated faucets; recycling grey water where possible, such as for irrigation; and recovering water by, for instance, reusing water from chillers.

In 2023, we reduced our water usage by 3% compared to 2022. Although our grey water recycling was discontinued in certain areas this year due to the linking of our water systems to the municipal networks, our proactive efforts in water recovery enabled us to still reduce overall water consumption.

In addition to our ISO 140001 certification, one of our key facilities, the Al Kifaf building in Dubai, was awarded LEED Gold certification in recognition of our efforts in sustainable water management.

Looking ahead to 2024

In 2024, we will extend the scope of our facilities covered by the ISO 14001 certifications. As we transform into a global technology group, we plan to provide a more comprehensive picture of our water footprint, starting with conducting a water risk assessment across our operations.

Our performance	2021	2022	2023
Total water consumption (cubic metres)	309,377	320,560	311,044

*World Bank, The Economics of Water Scarcity in the Middle East and North Africa: Institutional Solutions, April 2023, The Economics of Water Scarcity in the Middle East and North Africa: Institutional Solutions (worldbank.org)
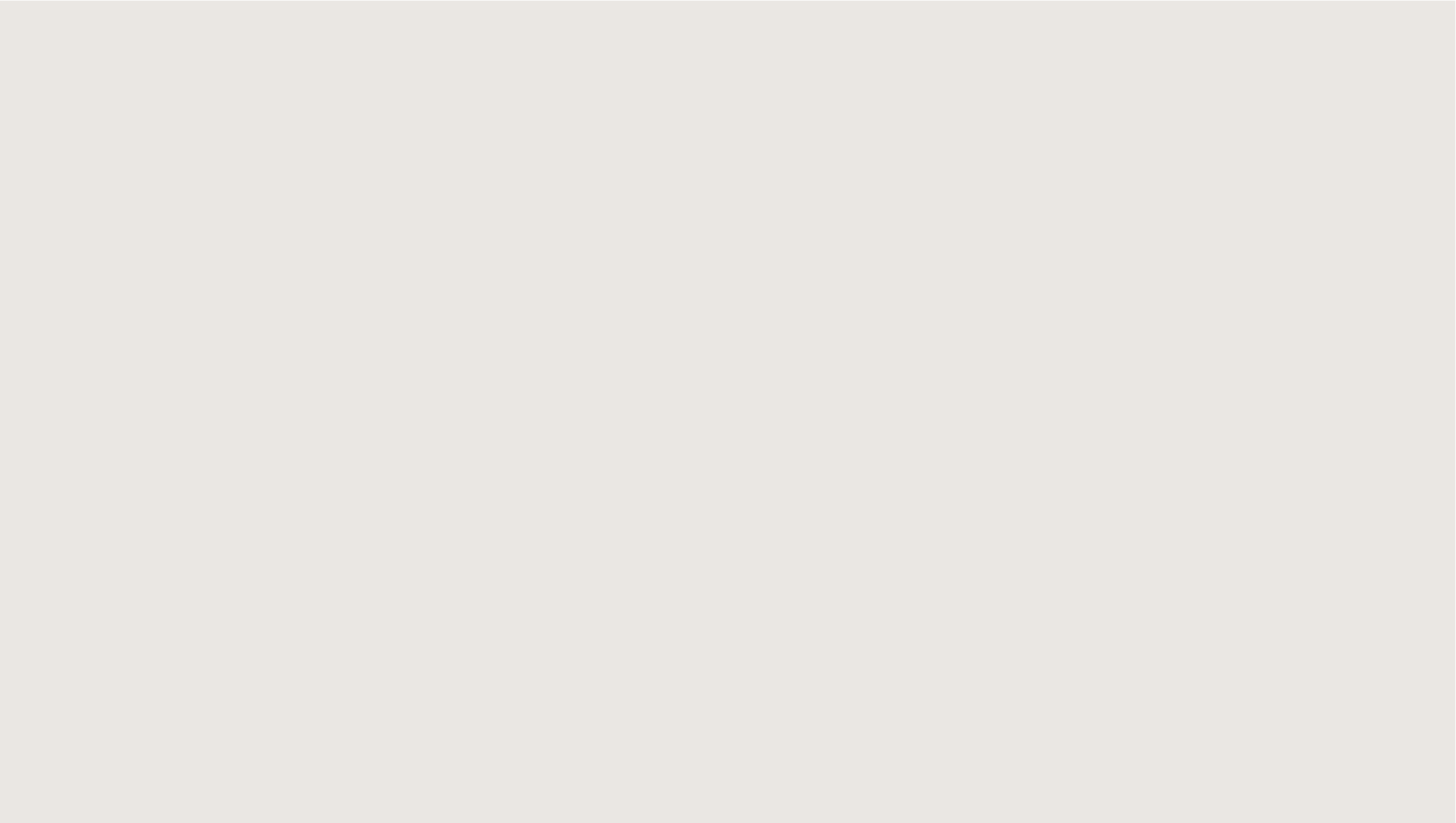
04

Empowering People and Giving Back To Society

+12%
**women in management versus 2022**

29.16
AED million
contribution to our community work

e& functions as part of an interconnected system. As such, a strong economy, a functional society and a healthy environment are necessary for both business success and the capacity to significantly contribute to sustainable development. e& recognises the need to cultivate an ecosystem in which social, economic and environmental factors are intertwined. This integrated strategy highlights the importance of open communication, creating a sense of community and leveraging AI to improve meaningful work, in conjunction with our transformation path.

Our dedicated employees are integral to fostering the sustainable success of our business. Their talents and expertise serve as the cornerstone of every successful strategy, guiding us seamlessly from inception to completion. Embracing a harmonious and interconnected framework, e& actively steers its course toward a future where success transcends mere economic metrics. We are committed to measuring success by the positive impact we deliver to both society and the environment, reflecting our broader vision of responsible and impactful business practices.

Focus on: Diversity, Equity and Inclusion

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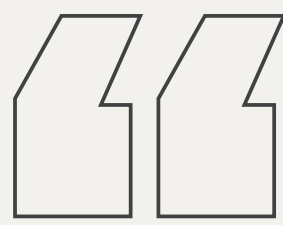
At e&, diversity, equity and inclusion (DEI) is not merely a concept, but an integral part of our identity. We recognise the key role diversity plays from a business perspective and understand its power in fostering innovation and empowering communities. Every year, we raise the bar with passion and authenticity, employing a structured approach, from gender neutral language in job descriptions to equal opportunity processes and benefits, flexible work arrangements and targeted training and awareness. Our unprecedented rates of women, Generation Z and diverse nationality mix across the organisation are testimony to the effectiveness of our DEI programme. We are encouraged by this positive trend, and will continue to push boundaries as laid out in our 2030 DEI targets.

Dena Al Mansoori
GCHRO (2020-2024)
currently Group Chief AI and Data Officer

Definition of material matter:

For e&, Diversity, Equity and Inclusion means recognising diversity amongst our workforce and broader stakeholders, treating people fairly, considering their unique circumstances and embracing a culture in which everyone feels included and heard.
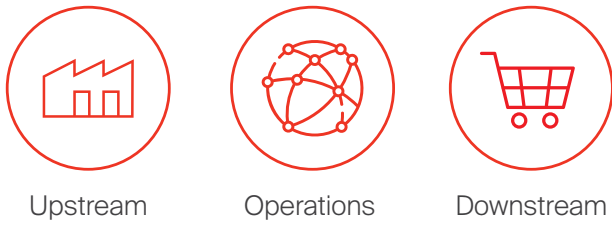
Why it is material to e&:

It is our duty to respect and recognise the differences amongst our people and provide for a fair and inclusive workplace, free of discrimination.

A diverse, equitable and inclusive workplace is essential for fostering innovation, attracting new talent, reflecting our customer base and ultimately enhancing e&'s profitability.
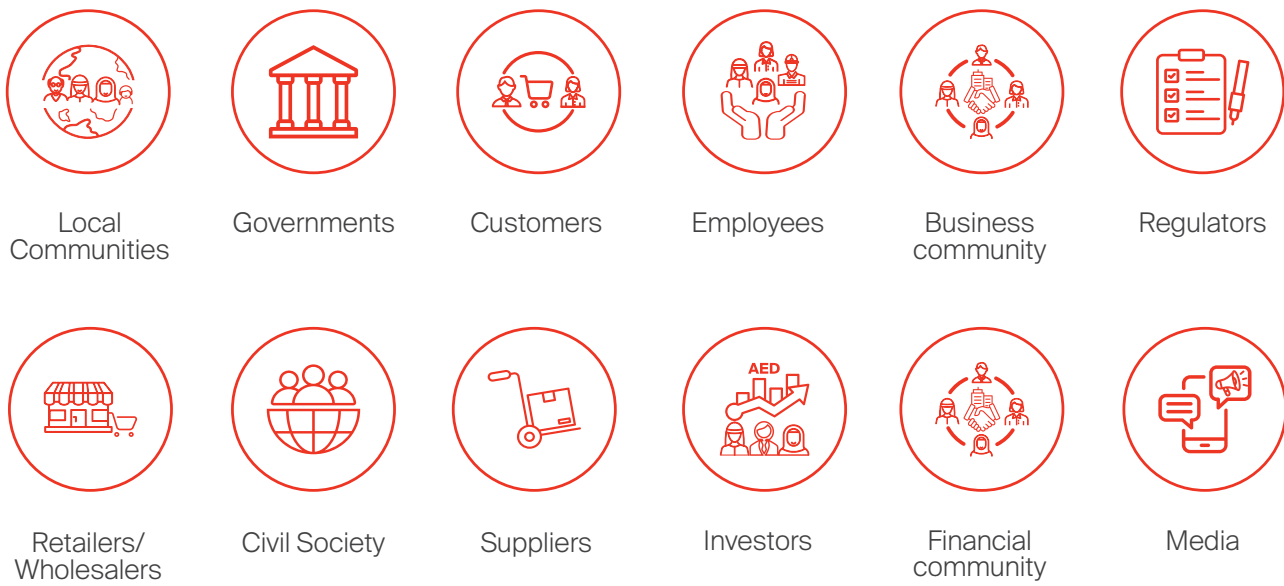
Type of impact:

Diverse perspectives present an opportunity for innovation and growth. However, failing to address diversity challenges poses a risk to our culture, overall performance and attractiveness to potential talent.

Value chain impact:

Upstream	Operations	Downstream

Key stakeholders:

Local Communities	Governments	Customers	Employees	Business community	Regulators
Retailers/ Wholesalers	Civil Society	Suppliers	Investors	Financial community	Media

Targets:

- Achieve a workforce gender diversity of 30% by 2030 in our UAE operations
- Increase representation of people with disabilities to 3% by 2030 in our UAE operations
- Increase youth representation to 15% by 2030 in our UAE operations

Our management approach

To e&, DEI is as much an imperative as one that makes business sense in times of transformation. Our HR team's inclusive culture strategy and vision are driven by leaders and colleagues across our footprint. e&'s DEI think tank, composed of employees invested in DEI questions, serves as a catalyst to embed a culture of diversity and inclusion across the Company further. This think tank helps to develop employee support groups, including our "New mothers network" or our "New fathers network", centred around various facets of diversity.

Gender diversity, youth empowerment and support for people with disabilities are our DEI work's three main focus areas managed by our DEI Director".

Our progress in 2023

Our 2023 roadmap and efforts were centred around finetuning data across our diversity categories, strengthening DEI consideration in our HR processes, further raising awareness of DEI, conducting focused DEI trainings to targeted audiences such as line managers and working with external specialised partners to bring the latest DEI know-how and trends to the Company.

Gender diversity

2023 marked a milestone with the signing of the UN Women Empowerment Principles, demonstrating our commitment to empowering women across our Company. To "walk the talk," we conducted a gap assessment to assess our performance against the Principles. While the overall results were satisfactory, the findings highlighted two improvement areas: procurement and marketing. Another first pertained to our Women in Leadership programme, conducted in partnership with Nokia and tailored exclusively for female leaders within the Company, which emphasised the significance of sustainability and empowerment to women in tech..

Our gender data points to an increase in the proportion of women employees in our operations. While we are extremely proud of this positive trend over the past three years, we recognise the importance of keeping momentum to reach our 2030 target of 30% women in our workforce and assessing our gender gaps at various levels of seniority within the organisation.

Youth empowerment

Rejuvenating our workforce is essential to bringing fresh ideas into the Company and reflecting our customer base. Our work over the past few years has had a positive impact as we keep increasing the proportion of Generation Z amongst our employees. Our "AI Graduate Programme" launched in 2021 equips new graduates with tech skills vital for the future of work, appealing to and retaining young talent seeking future-proof skills. We have also created a Youth Council dedicated to driving positive change, youth empowerment and sustainability. By actively participating in various youth-orientated events and initiatives, including the Summer Camp by the Ministry of Culture and Youth, the Company shows its commitment to shaping a brighter future for younger generations.

People with disabilities

Our efforts to further include people with disabilities in our organisation and address their concerns were strengthened in 2023 by our partnerships with external associations specialising in disability and neurodiversity in the workplace, such as ImInclusive, the Butterfly and Neurodiversity in Business. Tackling disability issues across an organisation requires expertise and sensitivity, as the fear of stigma is still prevalent today. Disability can take many forms and is not always visible. We position ourselves for success in further integrating people with disabilities across e& by collaborating with outside partners who assist in increasing awareness of disability and its challenges as well as in evaluating the accessibility of our workplaces.

Looking ahead to 2024

In the upcoming year, e& will enhance its diversity and inclusion initiatives. Important areas of emphasis include internship opportunities and stepping up efforts to support people with disabilities through accessibility assessments. In an effort to promote workplace diversity, the business also intends to provide additional women leadership programmes. e& will put specific measures in place to improve overall diversity, equity and inclusion in response to areas of procurement and marketing that the UN Women Empowerment Principles gap assessments highlighted as needing improvement.

Focus on: Diversity, Equity and Inclusion (continued)

e&'s pioneering commitment to gender equality: A journey upholding UN Women's Empowerment Principles

In 2023, e& embraced the Women's Empowerment Principles (WEPs), a set of seven principles established by the UN Global Compact and UN Women. These principles will provide e& with a framework for increasing women's empowerment and gender equality throughout our operations, thus broadening our focus to include other underrepresented groups inside the organisation.

This commitment to the WEPs is a further testament of our commitment to gender equity, attracting and developing female talent, and advancing women's economic and social opportunities. It aligns seamlessly with our vision of sustainable development as an integral part of our broader ESG agenda.

Partnering with ImInclusive

In 2023, e& demonstrated its commitment to Diversity, Equity and Inclusion (DEI) through participation in the ImInclusive Disability Inclusion Annual Summit 2023. The Company also received the prestigious 2023 Inclusive Community Builder Award. At the summit, Dena Almansoori, Group Chief Human Resource Officer, delivered a keynote address, emphasising the critical role of DEI in cultivating a vibrant and inclusive workforce. This recognition underscores our efforts to empower individuals with diverse abilities, fostering an environment that not only sets the standard for inclusivity within the UAE but also resonates on a global scale.

The partnership with ImInclusive stands as a testament to e&'s ongoing commitment to constructing a workplace and community where diversity is celebrated, equity is prioritised and inclusion is a lived reality.

Embracing a diverse workforce at e& Egypt

For e& Egypt, inclusion and diversity is a priority. Disability empowerment programmes were put into action in 2023, with an emphasis on including them effectively in the organisation. As part of this endeavour, e& Egypt gave managers the responsibility of integrating inclusive principles and frameworks into the organisation's culture. This included a strategic direction to 10% of people with disabilities on each recruiting shortlist, the OpCo actively sought out and welcomed the valuable contributions of individuals with a variety of skill sets. We are happy to report that, as of 31 December 2023, 20 PoDs were hired in Customer Care.

e& Egypt has proactively formed strategic collaborations with several organisations devoted to the inclusion of people with disabilities in the workplace and all other spheres of life. In addition to ensuring people with disabilities are provided with employment opportunities, our relationship supports the main objective of developing a workforce that is truly inclusive.

Empowering people with disabilities is a crucial component of a larger focus on diversity and inclusion that also includes goals for the advancement of women and youth in the workforce. Together with managerial training and inclusivity campaigns on issues like anti-bullying, workplace diversity is fostered by offering women extended maternity leave and remote working benefits or by offering paternity leave for men. e& also develops young people through internships and workplace readiness presentations to students.

Our learning throughout our journey is the following:

- The importance of adapting the workplace for people with disabilities, enabling them to help themselves without difficulty
- Building a culture of inclusivity that fosters and appreciates different inputs and opinions without necessarily spotlighting specific differences
- Driving the culture from the highest management levels
- Understanding that changing mindsets and culture takes time and patience and not being afraid to repeat key messages until the culture absorbs it

e& Egypt strategy is to build diversity, which is characterised by strategic alliances, employee empowerment and a resolute dedication to an inclusive culture. It positions our OpCo as a leader in actively enabling people with a range of abilities.

Our performance

	2021	2022	2023
Proportion of women in our workforce (FTE, %)	24.2	24.6	25.8
Proportion of women in management (FTE, %)	13.5	13.8	15.5
Proportion of women in top management (CEO -2) (FTE %)	8	6	4
Proportion of women on our Board of Directors (%)	9.1	9.1	9.1
Gender pay ratio (men to women, FTE)	1:0.68	1:0.72	1:0.71
Proportion of employees by age:<30/30-50/>50 years old (FTE, %)	8/80/12	8/75/17	7/74/18
Proportion of Gen Z employees (age 25 and below during the reporting year) (FTE, %)	2.6	3.8	3.7
Number of nationalities (FTE)	70	71	74
Proportion of local UAE employees (FTE, %)	51.2	51.5	52.5

Talent Attraction, Retention and Development

Definition of material matter:

e& recognises the important role human capital plays in shaping our success, aligning with the current trend of prioritising employee wellbeing and growth. A diverse and skilled workforce is key to fostering innovation and inclusivity.

Why it is material to e&:

Effective talent management is crucial for e& as it directly impacts operational efficiency, innovation and customer satisfaction. It is material since our success hinges on the capabilities, health and growth of our workforce. We have the duty to take care of our employees by remunerating them fairly, assisting their development and safeguarding wellbeing, in compliance with applicable laws.

Type of impact:

Positive impacts include enhanced innovation, improved employee satisfaction and strengthened organisational resilience. Negative impacts may arise from talent shortages, skill gaps or unhealthy turnover rates.

Value chain impact:

Operations

Key stakeholders:

Employees Local Communities Governments

Policies:

e& HR Manual

Our management approach

e& is committed to fair and transparent talent management policies, including competitive compensation, professional development opportunities and initiatives to foster an inclusive workplace. The way we manage talent attraction, retention and development is anchored in a strategic framework designed to cultivate a dynamic and diverse workforce, which is particularly important in times of transformation. The process begins with continuous talent attraction strategies, ensuring that our recruitment efforts align with the Company's values and objectives. Once talent is onboard, our commitment to retention is evident through employee engagement programmes, rewards and recognition programmes and a supportive work environment. Our approach extends to comprehensive learning and development initiatives, such as the e& GOLD programme, which equips employees with leadership skills to drive innovation. We regularly assess and refine our talent management practices with industry best practices, ensuring that our workforce remains agile, skilled and motivated. This is instrumental in fostering a workplace where talent is nurtured, retained and continually developed to drive the Company's sustained success.

Employees are compensated based on market-aligned pay scales, subject to regular reviews against external peers to ensure our salaries remain competitive within the region. We review salary levels for all employees annually. In the UAE, we ensure employee salaries are competitive and in compliance with UAE labour law. Further, we conduct periodic market benchmarking and adjusting accordingly.

Progress in 2023

In 2023, e& experienced a transformative year marked by a series of strategic initiatives aimed at enhancing employee engagement fostering innovation and aligning with the Company's commitment to growth and wellbeing. These initiatives played a pivotal role in shaping the success of the business.

We undertook a comprehensive overhaul of our employer branding strategy in 2023, a pivotal move that mirrored the Company's ongoing transformation. The revamped branding placed a strong emphasis on cultivating a dynamic and inclusive workplace, with values such as collaboration, innovation and diversity encouraging the best from e&'s workforce.

In response to changing work preferences, e& adopted a flexible work arrangement policy, allowing employees to work three days on-site and two days remotely each week, and provided an additional 15 remote days that can be taken from anywhere in the world. We are also proud to have initiated a pilot programme exploring the feasibility and benefits of a four-day workweek, aimed at enhancing employee productivity while adapting to evolving trends in work structures. The outcomes of the pilot test will impact e&'s approach to the four-day workweek in future.

Our learning and development programmes revolve around four key target groups: new joiners, fresh graduates, leaders and people managers. For each group, a tailored learning programme has been developed, focusing on essential knowledge, specific skills, soft skills and technical skills. New employees receive essential information about e&, ensuring they are onboarded properly and set up for success. All graduates as part of the AI Graduate Programme undergo training modules covering technical knowledge, soft skills and digital transformation. The GOLD programme (Group Organisation Leadership Development), in partnership with renowned business schools like Harvard, aims to enhance leadership competencies. In 2023, over 100 e& employees graduated from the e& GOLD programme. Similarly, our License to Lead programme focuses on upskilling people managers.

Our company-wide learning platform, IQRA, hosts all mandatory and voluntary training across the business. To support employee growth and development, we have established a coaching hub composed of HR professionals to address any queries related to career growth.

In addition, we reviewed our processes for new and current employees. Our onboarding processes have been streamlined for a smooth integration of new employees into the Company's culture and values. At the same time, a new talent review process helps to provide clarity on expectations and criteria for high-potential employees, and our new competency framework, sets the foundation on expected competencies and proficiencies across the organisation.

We prioritised employee recognition and wellbeing through impactful initiatives. Our annual Rewards and Recognition Ceremony celebrated outstanding performance in key areas such as financial impact, customer experience, innovation and process improvement. These events exemplify our commitment to workplace innovation, fostering an environment where employees are not only acknowledged but also rewarded for their exceptional achievements.

Simultaneously, the Company actively worked on refining the governance of our rewards scheme. This effort ensured that the scheme remained adjustable, fair and cost-conscious. We further demonstrated our dedication to digital transformation and innovative HR strategies by participating in events such as the HR Leaders Conference in Dubai and being a Diamond Sponsor of "The Emirates Labour Market Award". We also established a strategic partnership with LinkedIn, designed to enhance talent acquisition and create valuable professional development opportunities within the business.

In addition, e& is proud to have received several recognitions and awards in 2023:

- Certified as "Great Place to Work" for the first time in company history.
- Recognised as the "Best Employer Brand in MENA" at the Global Brand Awards 2023 by Global Brands Magazine, highlighting innovation, employee wellbeing and tech adoption
- Secured Fast Company Middle East's 2023 "Most Innovative Company in the Workplace" award, which recognised visionary leadership and pioneering workplace strategies

Furthermore, our GCHRO, Dena Almansoori, received the 2023 "CHRO of the Year" at the HRSE Future Workplace Awards, acknowledging her people-centric approach and visionary strategies.

Looking ahead to 2024

In the future, e& intends to use its achievements to further promote positive change across a range of industries. We are dedicated to pushing forward with our Emiratisation efforts to set course for the next generation of leaders. e& will continue to keep diversity, equity and inclusion as well as sustainability at the core of everything we do to create a workplace focused on employee wellbeing and empowerment.

We are dedicated to fostering an environment where all people feel welcomed and able to thrive personally and professionally. Making these priorities and shaping policies, processes and culture to support our people, we will drive positive change, youth programs, learning initiatives, and innovation that align business goals with employee growth for sustainable success. Sustainability and youth empowerment will continue to be major priorities, with the Youth Council leading programmes that promote progress and the betterment of the community.

The Company strives to lead in workplace innovation, diversity and wellbeing with our greatest asset, our people.

Our performance

	2021	2022	2023
Total workforce UAE (FTE + outsourced employees)	5192	6174	7210
Proportion of FTEs versus outsourced employees (%)	25	34	45
Total of new hires (FTE, externals)	193	230	182
Percentage of positions filled by internal candidates (FTE,%)	9	25	30
Employee total turnover rate (FTE, %)	5.1	6.9	9.4
Employee voluntary turnover rate (FTE, %)	3.1	2.8	2.4
Employee non-voluntary turnover rate (FTE, %)	2.0	4.1	7.0
Number of employees who took maternity leave/Number who returned to work/ Number who were still in employment 12 months after returning (FTE)	42/31/29	38/28/26	56/46/45
Percentage of employees who took paternity leave, out of those entitled to paternity leave (FTE, %)	60.8	65.6	63.2
Percentage of employees covered by performance appraisals (FTE,%)	100	100	100
Total number of training hours (FTE and outsourced employees)	163,688	188,856	298,686
Number of hours of training per employees	31.5	30.6	41.4
CEO pay ratio (annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees)	1:47.11	1:34.67	1:33.83
Sickness absence rate (% of sick days out of total days worked, FTE)	1.1	1.3	1.6

Local Talent

Definition of material matter:

Local talent (Emiratisation) guides talent acquisition, aligning our workforce with the local demographic. Locally sourced talent enhances operational efficiency and innovation. Increased local representation downstream strengthens customer connections, elevating service delivery.

Why it is material to e&:

Emiratisation is material to e& as it aligns with our commitment to corporate social responsibility, local economic development, and the UAE's broader vision for a knowledge-based and diversified economy. It is a key enabler of sustainable growth, ensuring that the benefits of our operations extend to the local community.

Type of impact:

Emiratisation contributes positively to the local community, promotes diversity and inclusion and aligns with national objectives. Developing a skilled local workforce creates opportunities for sustainable talent pipelines and improved relations with stakeholders.

Value chain impact:

Operations

Key stakeholders:

Local Communities   Governments   Employees

Targets:

Achieve 60% Emiratisation within e& in the UAE by 2030

Our management approach

Emiratisation is deeply embedded in our organisational ethos. Guided by our commitment to contributing to the sustainable growth of the UAE, this framework ensures that Emiratisation is not only a regulatory obligation but a holistic and strategic imperative. Oversight and governance structures are in place to monitor, assess and advance the Emiratisation initiatives. These structures are designed to align with national priorities, foster collaboration with relevant stakeholders, and continually refine our approach to effectively attract, develop and retain local talent. Regular assessments and audits are conducted to gauge progress and identify areas for enhancement, reflecting our dedication to transparency, accountability and the long-term success of Emiratisation within the Company.

Progress in 2023

Emiratisation serves as a catalyst for community empowerment and aligns with the UAE's vision for a knowledge-driven economy. Empowering and nurturing future leaders has consistently ranked as our top priority, and we are keen to onboard young local talent through career fairs or by offering dedicated graduate trainee programmes. Over the last three years, we are pleased to report a substantial increase in the total percentage of Emiratisation within our Company to address lower % of management level Emiratis.

Emiratisation levels in management have dropped slightly as we streamlined our operating model and shifted to more lean, agile organization structures. This created a new baseline and lowered management Emiratisation levels short-term. However, we remain firmly committed to empowering and nurturing future Emirati leaders through initiatives like career fairs, dedicated graduate programmes, and proactive Emirati recruitment and development plans across the business. Empowering local talent and growing sustainable Emirati leadership pipelines align fully with the UAE's vision for a knowledge-driven economy and community empowerment. This achievement underscores our commitment to nurturing local talent, providing opportunities for growth and fostering a culture where individuals can thrive and contribute to our collective success.

Looking ahead to 2024

As e& transitions from a regional telecommunications company to a global technology group, our focus will naturally shift towards localisation of skills in the regions where we operate, including increased Emiratisation in the UAE. We are dedicated to further enriching our organisational landscape with a diverse and skilled cadre of professionals.

Our performance

Our performance	2021	2022	2023
Proportion of local UAE employees (%, FTE)	51.2	51.5	52.5
Proportion of local UAE employees in management (%, FTE)	48.5	46.8	44.9
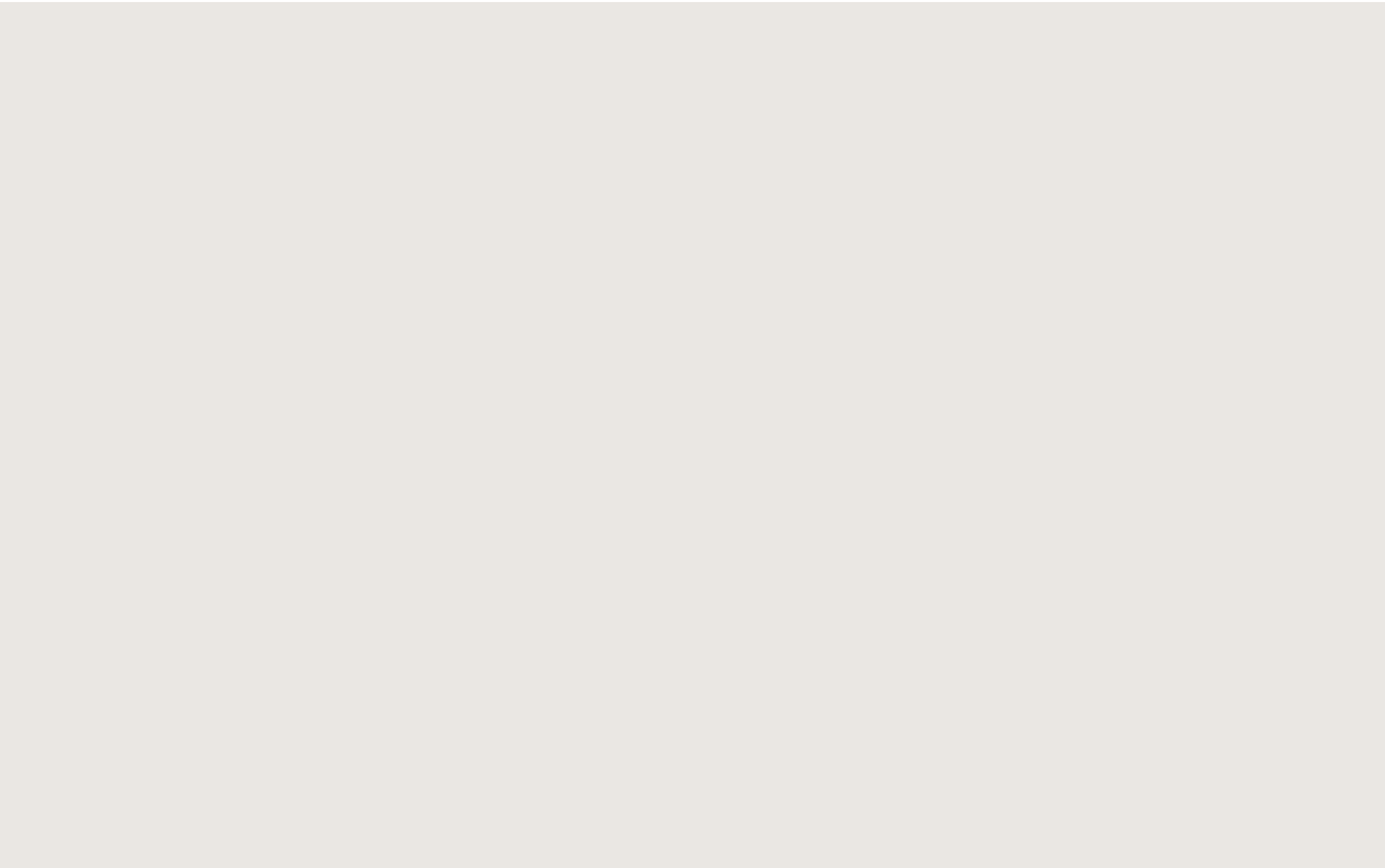
Digital Access and Inclusion

Definition of material matter:

Enabling available, accessible, affordable connectivity and digital solutions in the communities in which we operate.

Why it is material to e&:

Connectivity is at the core of our business activities. By tackling access and inclusion, we can address broader societal challenges while positively impacting our business.

Type of impact:

Providing for connectivity and inclusive digital access, is an enabler for the communities to access essential services such as health, education or finance.

Value chain impact:

Operations   Downstream

Key stakeholders:

Local Communities   Customers   Governments   Civil Society   Business community

Targets:

Improving the lives of 30 million individuals through enhanced network access, financial services and technology education by 2025

Context

Today, approximately one third of the world's population still lacks network connectivity, and in this unconnected population there is still a disparity in access between women and men, older and younger generations, low and high-income earners, rural and urban populations and able and disabled people.*

Digital inclusion addresses these inequalities and supports access to certain basic services such as healthcare, education or banking services. The indirect economic impact of providing network access and inclusive digital solutions is extensive for individuals and national economies, provided it covers the various facets of access: availability, affordability and the availability of devices for access.

Our progress in 2023

In 2023, e& proudly joined the EDISON Alliance, reinforcing its commitment to bridging the digital divide. Launched in 2021, the EDISON Alliance is a global initiative that seeks to improve the lives of millions of people through affordable access to digital solutions in healthcare, finance and education. The EDISON Alliance's ambitious goal is to provide affordable access to digital services to one billion people by 2025.

e& has pledged to contribute significantly to this mission. By 2025 we aim to have improved the lives of 30 million individuals through enhanced network access, financial services and technology education.

We are adopting a comprehensive approach to realising these commitments by mobilising joint efforts across all of e&'s operations and aligning priorities to advocate for increased digital investment. Leveraging our cutting-edge fixed and mobile telecommunication networks, we aim to provide the best and latest connectivity solutions. This initiative directly contributes to bridging the digital divide, ensuring that even remote areas have access to reliable digital services.

In addition to network accessibility, e& is extending financial services through innovative mobile technologies such as EM Money, WIO Bank and other remittance services. This move not only enhances financial inclusion but also economically empowers individuals, integrating them into the digital financial ecosystem.

e& is also committed to providing technology education. Initiatives are underway to equip individuals with the skills and knowledge necessary to thrive in the digital era.

Within the UAE, and in line with the country's vision and ambition to lead in the digital realm, e& launched major initiatives addressing digital education. With e& being the Code.org anchor partner for the region, focused on expanding computer science education in schools, we initiated "I Speak Code&", an 8-week bootcamp teaching children aged 5 to 12 the basics of coding using the Code.org curriculum.

During the year, e& and the UAE's Ministry of Education signed a Memorandum of Understanding (MoU) to enhance technology education programmes in the UAE. The MoU focuses on nurturing a digital-first mindset among students, using next-generation digital tools, such as Artificial intelligence (AI), to augment the educational sphere.

When it comes to our own operations, we strive to be an accessible and inclusive company. Accordingly, we ensure that our website is equipped with features to help people with disabilities to navigate it with ease. To make our products and services even more accessible, we are offering discounts on selected plans for people with disabilities.

Looking ahead to 2024

Throughout 2024, we will accelerate our access work in line with our commitment to the EDISON Alliance. We look forward to reporting further on our social impact.

*Measuring digital development Facts and Figures 2023, International Telecommunication Union, Telecommunication Development Sector, https://www.itu.int/itu-d/reports/statistics/facts-figures-2023/

Health and Safety

Definition of material matter:

Health and Safety (HSE) entails comprehensive policies and practices to ensure the security, safety and wellbeing of our workforce and anyone entering our premises or affected by our operations, in accordance with applicable laws.

Why it is material to e&:

The health and safety of our employees and contractors is a top priority, aligning with our commitment to providing a secure and conducive working environment. It is integral to our corporate responsibility and supports the sustainable and ethical operation of our business.

Type of impact:

The impact is actual, considering the tangible and measurable influence of health and safety policies on our operations and stakeholders across the value chain. It is overwhelmingly positive, constituting an opportunity to create a secure work environment, build trust among stakeholders and enhance our corporate reputation.

Value chain impact:

Upstream   Operations   Downstream

Key stakeholders:

Local Communities   Employees   Customers   Governments   Regulators   Suppliers

Policies:

- e& Group Occupational Health and Safety Policy
- e& Code of Conduct
- e& Supplier Code of Conduct

Our management approach

At e&, we subscribe to the highest standards of workplace health and safety. We work hard to ensure that all relevant laws and safe labour practices are followed. All people in our orbit — workers, suppliers, contractors, consultants, guests and partners — are covered by this pledge. Our extensive Occupational Health and Safety (OHS) Policy requires that safety regulations be strictly followed. It also mandates that any infraction be reported immediately, as stated in our Code of Conduct. We emphasise hazards prevention and safety, and anyone in our premises can report any issue to on-site security teams or receptionists. If an incident were to occur, a dedicated and documented investigation process completes our approach.

We have a dedicated HSE Committee comprising of senior Vice Presidents across the Group. On a day-to-day basis, health and safety work is led by our HSE team, which is part of our wider Operations team reporting directly to the Group CEO. We are currently working towards a new governance model which will include our operating companies as well as HSE ambassadors across the Group.

Our Occupational Health and Safety Management System is updated and implemented with diligence, in line with ISO 45001:2018 standards, and the accreditation of our business units and facilities is underway. Our continuous endeavours encompass working in tandem with the Business Excellence team to measure our performance against worldwide industry norms and executing the HSE Empowerment initiative. This comprehensive strategy attempts to guarantee a safe and secure work environment for everyone by raising our safety culture, strengthening emergency preparedness and improving documentation requirements.

Progress in 2023

Our HSE work encompasses not only the physical security and safety of our employees, but also their health and wellbeing while at work.

The most significant health and safety risks that we face are associated with rigging, network maintenance and the upkeep of high-rise buildings. Training and prevention are an essential part of our work, and instilling a culture of safety was a focus area in 2023. We improved our behavioural HSE practices and developed mandatory training for all new staff focusing on emergencies and security aspects in high rise buildings. This training is added on top of the dedicated HSE training delivered to specific staff based on their roles within the Company. To further develop our employee and contractor awareness of the topic, we enhanced our training and awareness sessions, delivered both virtually and physically, to ensure comprehensive education on safety protocols. We continuously engage with employees through internal channels such as newsletters, while revamping our intranet and refining our training offer on IQRA, the corporate training platform. We also conducted our first roadshow, reaching out to over 2,000 employees.

A key milestone was the inauguration of our HSE Centre of Excellence on our premises. This dedicated HSE training facility uses the latest technologies, such as virtual or augmented reality and hologram projections, placing employees in "real-life" emergency scenarios, thereby preparing them with practiced behaviours to remain safe and secure in emergency situations.

At e&, we believe our HSE efforts do not stop with operations. We have a duty to protect those who work on our behalf, as enshrined in our Supplier Code of Conduct. Part of our efforts in 2023 were dedicated to enhancing contractor training on specific safety questions. Critical contractors were trained and certified on specific safety aspects, without which we would not allow them on our premises. For contractors to report any safety hazards or issues that may affect them or their working conditions, we have established dedicated speak-up mechanisms. To date, most issues reported pertain to the improper use or lack of Professional Protective Equipment (PPE) such as safety boots. We also reinforced our process and systems pertaining to contractor due diligence.

HSE considerations are also integrated into our M&A due diligence.

Our health and safety performance remains in line with previous years. We are pleased to report that there have been no fatalities across our UAE operations (employees or contractors) in 2023.

Looking ahead to 2024

Continuing our commitment to holistic wellbeing, health and safety, we aim to further our ISO 45001 certification efforts and review our HSE governance structure to allow for more alignment with our operating companies.

Our performance

	2021	2022	2023
Total number of Health and Safety training hours provided to employees	6,742	9,564	9,789
Number of recordable work-related injuries - employees	0	1	2
Number of high-consequence work-related injuries (excluding fatalities)- employees	0	0	0
Number of fatalities - employees	0	0	0
Number of recordable work-related injuries - contractors	2	2	5
Number of high-consequence work-related injuries (excluding fatalities) - contractors	0	0	0
Number of fatalities - contractors	0	0	0

Health and safety of our customers and local communities

We understand the public apprehension around electromagnetic emissions (EME) from mobile devices and base stations, and we take responsibility for communicating transparently and acting in accordance with applicable laws in each jurisdiction in which we operate.

In the UAE, our telecommunication networks are aligned with the TDRA guidelines on Non-Ionising Radiation Limits for Telecommunication Networks, which are in line with International Commission of Non-Ionising Radiation Protection (ICNIRP) guidelines in terms of Specific Absorption Rate. The compliance and EME documents are communicated to all employees and vendors and followed throughout all our installations. We engage with customers and local communities about the effect of EMEs, conducting random as well as on demand checks on radiation levels. To ensure full impartiality, we mandate third parties to conduct these verifications.

All products and services offered within e& comply with regulatory requirements. 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 (RoHS) in the Electrical and Electronic Equipment 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 them with safer alternatives, we reduce the impact of our products and services and ensure the safety of our community.

Community Involvement

Definition of material matter:

e&'s impact on the people who live in the regions where it operates.

Why it is material to e&:

As one of the most valuable telecommunications brands in the region, e& has a responsibility to uplift and support the citizens that it serves. e&'s licence to operate is granted by our communities.

Type of impact:

Corporate Social Responsibility (CSR) activities support employee engagement and motivation, contribute positively to ESG ratings, increase support from regulatory and government bodies, and enhance brand identity, trust and reputation.

Value chain impact:

Operations   Downstream

Key stakeholders:

Local Communities   Governments   Customers   Employees   Civil Society

Policies:

e& Corporate Social Responsibility Policy

Our management approach

e&'s CSR team manages the community programme with approximately 850 volunteers at e& participating in the various activities organised by the CSR team. We monitor their feedback after each engagement to ensure that we keep improving our positive impact and building relevant impact.

When determining which initiatives to engage in, e& is guided by the following CSR pillars and themes:

Pillar	Theme
Philanthropic and humanitarian responsibility	We partner with the UAE Government, charity organisations and NGOs for maximum impact
Society development	We support the national agenda and initiatives
Social impact	We empower people with disabilities, start-ups and incubators
Volunteering	By providing our employees with opportunities to volunteer, we enhance the sense of giving and participation among our own teams
Connect	As a technological organisation, we can empower and train (students and teachers) in technology, cybersecurity, coding, blockchain, etc.

Our e& Corporate Social Responsibility (CSR) programme advances societal welfare in the framework of national priority projects and global organisations like the GSMA, the Sustainable Development Goals (SDGs) of the United Nations and the Global Compact (UNGC). From an internal standpoint, volunteering is key for fostering staff engagement.

Our progress in 2023

We expanded our CSR efforts in 2023. e&'s humanitarian efforts were directed at natural catastrophe relief in Syria, Turkey, Morocco and Pakistan. The severe earthquakes that struck Turkey and Syria in February 2023 left hundreds of thousands of people affected. e& responded to the crisis by offering assistance through three key services. To facilitate family reunions, e& UAE and e& Egypt offered free minutes for calls to Turkey or Syria in addition to free incoming and outgoing roaming calls to both nations. We helped Turkey rebuild its telecommunications infrastructure by shipping 4,000 items of radio and digital equipment into the country. Emergency help was given to those

affected by the earthquakes in Syria and Turkey through the #BridgesOfGiving project, which was coordinated by the Mohammed Bin Rashid Al Maktoum Global Initiative and the Emirates Red Crescent (ERC). Packing relief packages was a volunteer task for our staff.

We were delighted with the results of our Ramadan #1BillionMeals endowment campaign, which urged social media users to make donations to assist with feeding families all across the world. Followers have the option to make a donation immediately through the partner mobile application, by SMS subscription, Smiles application or by direct donation.

A blood drive organised in conjunction with EHSUAE saw our employees donate 159 units of blood, which could potentially save 477 lives. We also partnered with the Make a Wish Foundation to allow our social media followers to contribute to the grant of 134 life-changing wishes for critically ill children. e& is also a major sponsor of the Manchester City Football Club. As part of this collaboration, e& assisted young football players in Dubai and Abu Dhabi to develop professional skills by preparing and entering them into two international competitions and two regional contests.

Our volunteering work covered various activities and events such as COP28 and GITEX, with over 300 hours dedicated to volunteering.

The seriousness and impact of our CSR activities was recognised though the Impact Seal, Platinum category, awarded by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister of the UAE and Ruler of Dubai, in June 2023.

Looking ahead to 2024

In 2024, we will review the way we manage our community work, establishing a dedicated Community Foundation, "e& Community" to initiate and manage the organisation's CSR activities, ensuring even greater and more strategic impact across the Group.

Our performance	2021	2022	2023
Overall contribution to community work (AED million)	24.3	25.8	29.16
Spend on community work (AED million)	14.5	17.0	11.84
Amount spent in kind (AED million)	9.8	8.8	17.32
Number of volunteering hours*	n/a	200	2,716
Number of volunteers amongst employees*	n/a	600	510

* no volunteering due to Covid in 2021

Partnering with Code.org

The demand for digital literacy and computer science skills is growing across sectors and societies all around the world.

As the regional anchor partner of Code.org, an organisation focused on expanding computer science education in schools, e& is on a mission to empower young people with the skills of the future. Through this programme, participants learned the fundamentals of coding while building core competencies such as critical thinking, problem-solving and teamwork which will enable them to navigate the rapidly changing digital landscape.

The first milestone of our partnership with Code.org was the "I Speak Code&" bootcamp – spanning eight weeks. It involved 150 children aged 5 to 12 years old gathered in Abu Dhabi to learn the basics of coding. Our HR team orchestrated the bootcamp, with selected computer science teachers from across the Emirates delivering the Code.org curriculum to our young learners. In line with the Ministry of Education's vision, the bootcamp exemplifies the nation's ambition to lead in the digital realm. Further to this, e& and the Ministry of Education signed an MOU at GITEX to strengthen this partnership.

05

Operating Responsibly

99.8%

completion of our Code of Conduct e-learning

(FTE, UAE operations)

0

Data breaches

At e&, operating responsibly extends beyond mere compliance. We aim to assume a leadership role in sustainability by embedding sustainable practices into our internal systems and procedures, from how we manage our supply chain to the responsible commercialisation of our products and services.

Reporting transparently on how we conduct our business plays a pivotal role in instilling trust with our stakeholders, in the pursuit of shared sustainability objectives.

Focus on: Ethical Business Practices
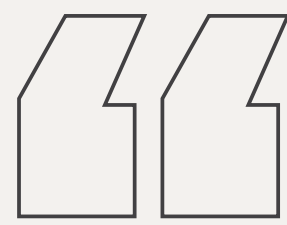
> "The past year has been transformative for our function and the overall compliance culture across the organisation. Achieving the ISO 37001 certification for our Anti-Bribery Management System was a significant milestone.
>
> The revamping of our Code of Conduct, the backbone of our ethics and compliance programme, was another highlight. By crafting it in an innovative, accessible and relatable way, we brought people to the heart of our compliance work, instilling a culture that reflects our commitment to ethical business conduct.
>
> We are proud to have brought a step-change across e&, "making good possible", further integrating policies and initiatives to address key compliance risks and issuing our new Supplier Code of Ethical Conduct. Overall, we are actively steering our ethical business practices in a positive direction, adapting to evolving regulatory frameworks, addressing emerging ethical concerns, and fostering a consistent culture of ethical conduct across the Group."

Brooke Lindsay
Group Chief Legal and Compliance Officer

Definition of material matter:

Our commitment to conduct business with the highest standards of ethics and integrity, in compliance with applicable laws.
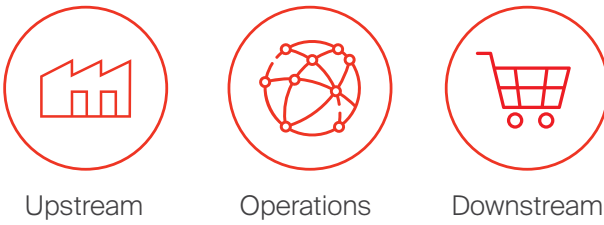
Why it is material to e&:

Core to our business success, our reputation and the trust of our customers is the way in which we conduct our business, based on sound ethical business practices across our value chain and the geographies in which we operate.
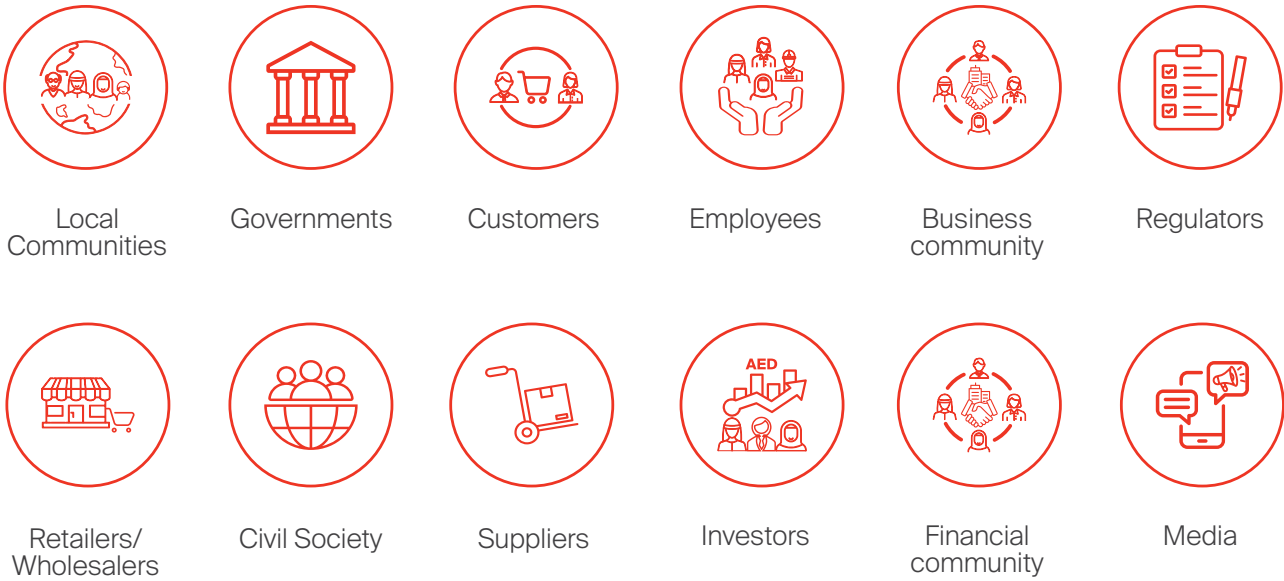
Type of impact:

Without a consistent and structured ethical and compliance programme, we risk losing our licence to operate and the trust of our stakeholders.

Value chain impact:

Upstream   Operations   Downstream

Key stakeholders:

Local Communities   Governments   Customers   Employees   Business community   Regulators

Retailers/Wholesalers   Civil Society   Suppliers   Investors   Financial community   Media

Policies:

- e& Code of Conduct
- e& Supplier Code of Conduct
- e& Antibribery and Anti-Corruption Policy
- e& Gifts, Entertainment and Hospitality Policy
- e& Conflict of Interest Policy
- e& Third-Party Risk Management Policy
- e& Sanctions Policy

Our management approach

Central to our Ethics and Compliance programme is our Group Code of Conduct, underpinned by a suite of policies laying the foundation of how we conduct business at e&: transparently, fairly and in compliance with applicable legal frameworks.

The programme is led by our Group Chief Legal and Compliance Officer (GCLCO) and overseen by e&'s Group Ethics and Compliance Steering Committee comprising of 10 management executives, chaired by the GCEO, including the GCIA&RO and the GCFO.

At Board level, the Audit Committee is responsible for overseeing the Company's Ethics and Compliance programme and receives quarterly updates from the GCLCO.

On a day-to-day basis, the Ethics and Compliance team provides necessary guidance to e& departments and employees on enquiries related to ethics and compliance topics. To ensure e& policies are accurately implemented across the organisation, we regularly conduct compliance reviews and anti-corruption risk assessments. The team also designs and updates policies and procedures, in addition to developing monitoring processes, control mechanisms and training programmes, to ensure e&'s employees and third parties comply with ethical conduct.

Anti-corruption

e& has zero tolerance for corruption or bribery and is committed to maintaining an effective compliance programme to address bribery and corruption risks. We follow a thorough risk assessment process, detailed in our anti-bribery and anti-corruption policies and guidelines, complemented by the implementation of our control measures. The risks identified are comparable to those that a normal business of e&'s size would encounter when conducting business in our jurisdiction and the telecommunication sector. All identified risks are properly mitigated, and respective controls are put in place to ensure that such risks do not materialise.

Anti-competitive practices

e& promotes fair competition and is committed to combating anti-competitive practices and behaviour in line with applicable legislations and regulations.

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. These include competition topics in line with fair competition policies, practices and procedures which cover the full spectrum of the legal and regulatory landscape.

Focus on: Ethical Business Practices (continued)

Our progress in 2023

2023 marked a significant milestone in further enhancing our ethics and compliance work, marked by the ISO 370001 certification of our Anti-bribery Management System in our UAE operations. Considered the golden standard for compliance programmes, the certification is a testimony to our sound processes, policies and activities in preventing and addressing bribery.

During 2023, we aimed to embed a culture epitomising our commitment to ethical business conduct. e&'s revised Code of Conduct was central to that endeavour, as we refreshed our e-learning on the Code of Conduct and on our ethics and compliance policies. Our compliance e-learning saw a completion rate of 99.8% in our UAE operations, including our part-time staff and our outsourced associates. We also carried out tailored training for certain business segments. To further engage employees around our programme we organised various roadshows or dedicated events, such as our annual Compliance Day in December that focused on the importance of AI-related ethics. We were pleased to see that our employee engagement survey resulted in the net promoter score, gauging the understanding of our compliance programme, being close to 83%. As the Company continues to transform, we will tie in our ethics culture work with the broader e& cultural transformation efforts.

Other achievements included the digitalisation and automation of certain processes, including the annual acknowledgement and confirmation of our e& Ethics and Compliance Policies and the Conflict of Interest Disclosure, along with our third-party risk management assessment.

Our work with our operating companies was strengthened this year as we seek to further align on our compliance maturity journey. To this end we carried out a compliance maturity assessment with PTCL Group, Etisalat Afghanistan and e& Egypt.

Our compliance work doesn't stop at our operations. The governance team collaborated closely with Procurement on the development of a new Supplier Code of Conduct in order for our ethics and compliance expectations to be further embedded upstream in our value chain.

The year ended with more recognition for e&'s Legal and Compliance team. We won the "Middle East In-House Legal Team of the Year" and the "Technology, Media and Telecommunications In-House Legal Team of the Year" awards at ALB Middle East Awards 2023, as well as the "In-House Team of the Year – Corporate" at the IFLR Middle East Awards 2023. Our GCLCO was also awarded for her achievements in leading "…a legal department that has been front and centre of a series of transformative deals, innovative both commercially for e& and corporates in the region and legally, with unconventional M&A deals to further expansion and diversification".

Looking ahead to 2024

We will keep improving our programmes, help our operating companies and business verticals grow their compliance capacities, and supervise the execution of our programs throughout our growing footprint in 2024.

Our performance	2021	2022	2023
Percentage of employees trained on our Code of Conduct (%)	n/a*	n/a*	99.8
Number concerns brought to the whistleblowing line	59	69	81
Number of cases investigated	53	67	80
Number of substantiated cases	36	35	38

*2021 and 2022 data were computed differently. Data will be comparable 2023 onwards.

Do what is right, not what is easy! Bringing our compliance programme to life at Pakistan Telecommunication Company Limited (PTCL Group)

Our Ethics and Compliance programme at PTCL Group was developed a few years ago. This year, we upgraded the programme, taking a four-pronged approach:

- Conducting a compliance risk assessment for Anti-Bribery and Anti-Corruption (ABAC) and Global Sanctions
- Building the team
- Conducting a maturity assessment with the e& Group's Ethics and Compliance programme
- Leading a culture change

Central to this approach was making the compliance programme simple, accessible and engaging for all employees.

In addition to updating our usual compliance training and e-learning, we implemented internal awareness initiatives, such as including a "compliance tip of the week" in the weekly employee news bulletin.

Naturally, top-down compliance messaging from a top management level is best supported by compliance champions on the ground, across the Company, personifying the message. Compliance roadshows across Pakistan are designed to engage employees who have compliance questions. Various campaigns, including the Ethics and Compliance week and the Fraud Awareness Week, aim to remind employees of the compliance essentials of the Company. Video competitions served as both a fun and efficient way to spark conversation around compliance.

Fostering a change in mindset towards "doing what is right, not what is easy" has set the tone of the compliance programme in 2023 and paves the way for further enhancing of the Ethics and Compliance programme at PTCL.

Our speak up line

e&'s whistleblower channels encourage everyone to disclose immediately any wrongdoings that may adversely impact the e& Group.

Our speak-up process promotes openness in the workplace and encourages employees to report instances of unethical behaviour, actual or suspected fraud and violations of e&'s policies and processes. Supported by our Whistleblowing Policy and guidelines, it is a formal whistleblowing system with legal protection, managed by the Internal Audit department.

Employees and external stakeholders can report concerns by email, phone, regular mail or through mailboxes on our premises, with an option to remain anonymous. Such concerns may include 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 or contractor and discrimination against any member of staff or customers. The whistleblowing process guarantees confidentiality and protects those reaching out from retaliation.

Concerns raised by our stakeholders are managed in accordance with our internal policies and guidelines, such as the Global Whistleblower Policy which outlines the entire process from concern registration through to investigation, reporting and closure. The Global Whistleblower Policy is not a standalone policy but compliments other e& Group policies such as the Code of Conduct, Suppliers' Code of Conduct and compliance and ethics policies.

In 2023, a total of 81 incident reports were received by the Internal Audit department through the whistleblowing channels, compared to 69 in 2022. Of the completed investigations in 2023, 38 were substantiated and pertained mainly to non-compliance to policies and procedures, customer care and non-fraud (grievances or behavioural complaints), which resulted in disciplinary measures ranging from advice letters and dismissals to recommendations for improvement.

Within our supply chain, we expect our suppliers to provide an anonymous complaint mechanism for workers and managers to report any grievances and to take measures to protect whistleblower confidentiality and prohibit retaliation.

Suppliers may report any violation or breach of the Supplier Code via: whistleblower@eand.com.

Proactive fraud risk management

Several proactive preventative fraud risk management initiatives are undertaken at e&.

Fraud Awareness Week is an annual campaign celebrated across the e& Group footprint in an effort to combat fraud. We successfully delivered the third annual fraud awareness week at e& Group, e& OpCos and subsidiaries in 2023.

Furthermore, we established a Fraud Risk Assessment programme across all operations and locations, which includes the implementation of data analytics skills within the programme. The main objective of the programme is to identify areas of vulnerability to fraud in the organisation and to assess the mitigating controls in place to combat these.

Fraud forums and roundtable meetings are also conducted across the e& footprint to support knowledge sharing and collaboration.

Data Privacy

Definition of material matter:

To us, data privacy means taking care of the confidentiality and integrity of all personal information we hold, including that of our customers, employees and business partners. It encompasses the responsible and lawful handling of data, ensuring compliance with privacy laws, regulations and industry standards.

Why it is material to e&:

Data privacy is material to e& due to the increasing legislative landscape in the markets we operate in and the importance of the expanding digital information process. As a technology company, e& recognises the trust placed in it by customers and stakeholders and understands that the responsible management of data is essential for maintaining that trust.

Type of impact:

Positive impacts include fostering trust among customers and stakeholders, while potential negative impacts could involve breaches leading to reputational damage, financial loss and legal consequences.

Value chain impact:

Upstream	Operations	Downstream

Key stakeholders:

Employees	Customers	Governments	Regulators	Retailers/ Wholesalers	Business Partners

Policies:

e& Group Data Protection Policy

Context

In the ever-evolving landscape of digital connectivity, e& is proactively navigating the challenges posed by data protection and privacy. While e& celebrates its 2023 achievements, we acknowledge the dynamic nature of the digital landscape, presenting ongoing challenges in the realm of data protection. The emerging trends in privacy regulations demand continuous adaptation, and e& recognises the need for agility in response to evolving legal frameworks and customer expectations. Managing the delicate balance between innovation and privacy protection remains a challenge, necessitating strategic decisions to navigate this complex landscape successfully.

Having the right governance and processes in place, as well as the relevant preventative and mitigation processes, are essential to sound data protection management. Just as is the training of our employees or the understanding of obtaining the required consents and providing relevant privacy notices to our customers and business partners.

Our management approach

Data privacy legislation is rapidly changing around the globe. In many of the countries where we operate, data privacy legal frameworks are emerging, and our activities are often regulated by multiple regulatory bodies from a data privacy perspective. This is the case in the UAE, where our activities are regulated by the Data Protection Law (Federal Law No. 45), inspired by the GDPR and adopted in 2021, and by the TDRA which governs the use of consumer data in the telecommunication industry.

In 2023 we developed and issued our Group Data Protection Policy, which was approved by the Audit Committee and the Board of Directors. It applies globally to everyone working for and with e&, including our operating companies which may have additional policies specific to their local requirements.

Our Group Data Protection team sits in the Group Legal and Compliance department and reflects e&'s proactive approach to addressing the evolving landscape of data privacy. The role of the team includes navigating the complexities of privacy regulations, fostering a culture of compliance, assessing and managing regulatory risks, engaging with regulators and assisting any employee raising data privacy questions. Across our UAE operations, data privacy training is available for all employees.

From an operational standpoint, each of our operating companies establishes technical and security measures to prevent unauthorised or accidental access, use, disclosure or loss of or damage to personal data that is held by e&.

Data governance and protection are fully integrated into our company-wide Enterprise Risk Management (ERM) system, the latest developments of which are discussed in our Annual Report section.

Progress in 2023

2023 saw the strengthening of our Group Data Protection team at Group level. We expanded our team, bringing in data protection experts, and developed our groupwide policy.

We also created and launched our Group Data Protection programme, which will assess compliance with our Data Protection Policy.

Our Data Protection Policy was created with the end user in mind and used legal design principles to make it simple and engaging. e& is a global brand, and many of our colleagues speak multiple languages. By using simple and clear language and the use of icons and other visually engaging elements, we aim to make complex concepts accessible to all our colleagues, further embedding a culture of compliance across the organisation and beyond. As employees become ever more familiar with the topic, we expect to see increased questions and internal discussions on data protection, testifying to the cultural change occurring in the Company on this issue.

Looking ahead to 2024

Looking ahead, we will bring our Data Protection Policy to life through awareness campaigns and training. Data protection e-learning is available to all employees, including part-time and outsourced employees, in addition to the existing training, such as the cybersecurity training. We strive to strengthen our data protection culture, not only in the organisation but also across our value chains, and are assessing currents gaps downstream and upstream in our operations. These will be addressed in 2024.

As we transform from a traditional telecommunications company to a global technology group, the risks and opportunities of dealing with increased sets of data are evolving too. The establishment of our dedicated team and the issuance of a comprehensive policy underscores our commitment to ensuring a secure and trustworthy digital environment for our customers and stakeholders.

Our performance

	2021	2022	2023
Number of data breaches	0	0	0
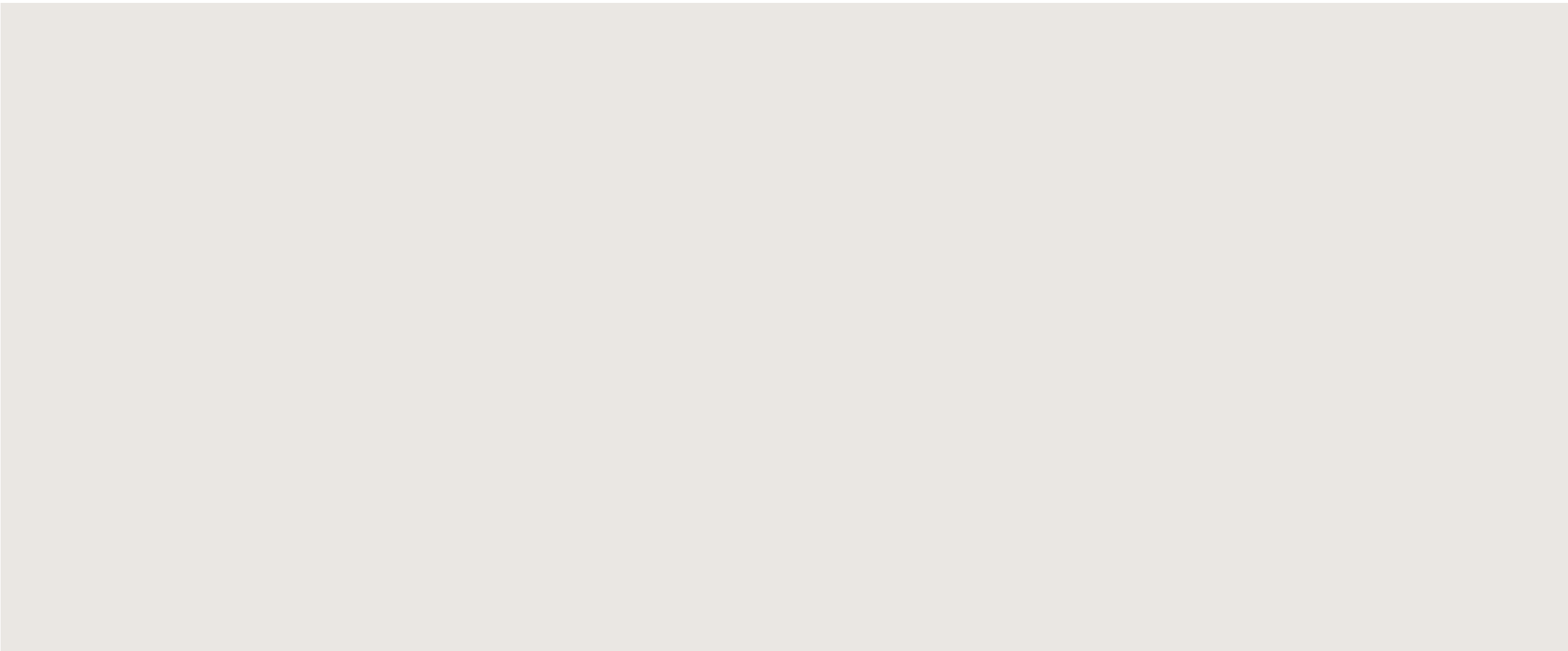
Cybersecurity

Definition of material matter:

Cybersecurity is a foundational aspect of e&'s operations, encompassing measures and practices aimed at safeguarding the Company's digital assets, infrastructure and customer data from cyber threats.

Why it is material to e&:

Cybersecurity is material to e& due to the increasing frequency and sophistication of cyber threats in the digital landscape. As a technology company, e& understands that the cybersecurity of its systems directly impacts the trust and confidence of its stakeholders.

Type of impact:

Positive impacts include a secure digital environment, safeguarding customer trust and protecting critical business operations. Potential negative impacts involve the risk of data breaches, financial loss and reputational damage.

Value chain impact:

Upstream   Operations   Downstream

Key stakeholders:

Employees   Customers   Governments   Suppliers   Business Partners

Regulators   Civil Society

Policies:

- e& has a policy framework encompassing over 30 policies covering all security domains
- e& Code of Conduct
- e& Supplier Code of Conduct

Our management approach
The governance of cybersecurity is structured through our Corporate Information Security Steering Committee (CISSC), led by the UAE CEO. This executive-level committee oversees information security for e& and ensures the continuous enhancement of cybersecurity controls. With 28 members across e& Operating Companies, the CISSC addresses various security domains, including cybersecurity, physical security, personnel security, business continuity management (BCM) and governance.

Policies governing information security, including cybersecurity, are subject to regular reviews by the CISSC. These policies comprehensively address crucial aspects such as employee safety, asset management, access control, cybersecurity and operational safety. Additionally, the role of the e& Chief Technology and Information Officer (CTIO) is pivotal in reinforcing the Company's commitment to cybersecurity.

Regarding commitments and targets, internal security KPIs emphasise metrics like near zero security attacks that affect business, 99.9% uptime for security defences and controls as well as, near zero critical and high-severity vulnerability maintenance. Evaluating KPIs is a key component of measuring progress, with an emphasis on preserving a safe environment for e-business and e& UAE operations while favouring the environment and society. Effectiveness is measured by the speed with which catastrophic situations can be handled and by the continuous improvement of cybersecurity capabilities.

e& maintains ISO 27000:2013 and PCI DSS accreditation for selected activities, based on the Group's needs.

Progress in 2023
e& UAE recorded a robust performance in 2023 in maintaining a sound cybersecurity framework and taking the initiative to find and fix possible flaws. We employ advanced security technologies, conduct ongoing risk assessments and implement preventative measures such as 24/7 cyber defence monitoring.

Our commitment to cybersecurity excellence extends to comprehensive annual security assessments conducted by third-party entities.

In tandem with preventative measures, we demonstrated a robust reactive strategy with a well-developed incident response plan, which encompasses clear investigation procedures, the rectification of identified issues and the timely closure of incidents. Our ability to swiftly respond to potential security incidents contributes to the overall resilience of our cybersecurity infrastructure.

e& prioritised staff training and awareness initiatives in 2023. The implementation of mandatory security training, featuring a stringent passing score requirement of 80%, reflects our commitment to cultivating a vigilant and knowledgeable workforce. Regular roadshows and quarterly phishing exercises further contributed to enhancing employee awareness, which is crucial in the ever-evolving landscape of cyber threats. We achieved a commendable 95% completion rate for our internal security training in 2023. This accomplishment not only highlighted our dedication to maintaining a highly informed workforce but also played an important role in contributing to positive ESG ratings.

In addition, we collaborated with the Cybersecurity Council to introduce the Etisalat Virtual Security Advisor. This innovative initiative aims to provide an automated assistance to validate a URL, in order to prevent the end user from clicking on malicious content. The collaboration showcased our commitment to leveraging advanced technologies to business stakeholders to address their evolving cybersecurity threat landscape.

Looking ahead to 2024
Looking ahead to 2024, the focus is on developing security solutions in collaboration with the business to meet growing customer demands. The team also aspires to revolutionise cybersecurity defence capabilities by incorporating AI and machine learning (ML) technologies. A notable opportunity on the horizon is the plan to build a secure 5G private network.

In the long-term, the vision extends to strengthening cybersecurity posture by capitalising on AI and ML technologies while safeguarding e&'s data from risks associated with emerging technologies threat landscape.

Our performance	2021	2022	2023
Number of attempted cyber attacks (mio)	8.4	65.7	105.9
Number of actual cyber attacks	0	0	0
Percentage of employees trained on cybersecurity (%)	70	80	95

Sustainable Supply Chain

Definition of material matter:

A sustainable supply chain refers to the integration of environmentally and socially responsible practices across the procurement and distribution processes. It involves minimising the environmental impact, ensuring ethical sourcing and fostering positive social outcomes within the supply chain.

Why it is material to e&:

Sustainable supply chain management is critical for e&, as it aligns with the Company's commitment to corporate responsibility beyond its own operations. Ethical and social sourcing coupled with environmentally conscious practices contribute to a sustainable and resilient business model.

Type of impact:

Actual positive impacts include a reduced carbon footprint, ethical sourcing and community development. Potential negative impacts involve reputational damage due to unethical practices within the supply chain.

Value chain impact:

Upstream

Key stakeholders:

Employees   Customers   Governments   Suppliers   Business Partners

Regulators   Civil Society

Policies:

- e& Supplier Code
- e& Occupational Health and Safety Policy
- e& Group Environment Policy
- e& Third-Party Risk Management Policy

Our management approach

As we are a large technology and telecommunications provider, our supply chains are an essential aspect of our business model and business continuity, and we aim to maintain strong relationships with our suppliers and vendors.

Our supply chains primarily include the procurement of technology and telecommunications equipment, software solutions and professional services. We rely on suppliers that range in size from small and medium-sized enterprises to large multinationals.

As part of our supplier selection process, we give preference to local suppliers, in line with the UAE's wider strategic goals, and aim to source locally whenever possible.

Addressing sustainability in our supply chain presupposes a cross-functional approach across e&, involving our Legal and Compliance function, our Enterprise Risk Management team and our Sustainability team, with our Procurement function leading our efforts.

Various ways in which we are integrating ESG considerations into our procurement practices:

- Issuance of our supplier code, we expect suppliers to align with our ESG standards
- Due diligence system, we assess suppliers' actual ethical and social practices
- Development of Project Life, we are crafting a green procurement platform and further evaluating our suppliers with EcoVadis

Progress in 2023

Supplier Code of Conduct

Strong governance, accountability and transparency policies are vital to aligning our supply chain with our shared sustainability goals.

In 2023, in line with e& commitments to global ESG goals and standards, our e& Board of Directors approved the launch of a new Supplier Code of Ethical Conduct to promote the responsible management of social, ethical and environmental issues in our supply chain.

It includes issues such as safe working practices and labour, as well as environmental, ethical and sustainability standards and the responsible sourcing of minerals.

The Supplier Code complements our e& Code of Conduct for employees, which was updated in early 2023 and ensures that our suppliers consistently apply, and align to, the same standards and values, to support the communities in which we work and reduce the risk of unethical or illegal conduct in our supply chain.

Due diligence in our supply chain

To protect e&'s brand and reputation, we conduct a thorough registration and selection, due diligence and engagement process prior to onboarding or engaging any supplier. We work closely with our suppliers to make sure they follow our requirements in their operations and supply chains.

For the purpose of selecting, reviewing, approving and monitoring business partners, we have established an efficient interaction mechanism between our procurement, compliance and business teams. This is an essential component of our efforts to manage e&'s risk.

As part of our existing supplier risk assessment and due diligence process, we utilise advanced third-party screening technology from an internationally renowned provider. All potential suppliers are subject to a screening process that includes screening for ESG risk. This automated system monitors and screens all registered suppliers daily. It provides insights, warnings and the ability to track updates and changes to data on global public databases, including information on lawsuits, negative media coverage and other specific risk categories.

In 2023, we onboarded all 1,500 suppliers for risk assessment and due diligence via our third-party screening technology. This represents a spend of over AED 13.7 billion across North America, Europe, the MENA region and Asia.

When our screening technology detects a high-risk supplier, we seek to mitigate the risk by engaging further through due diligence questionnaires. We also reserve the right to audit our suppliers, though contractual compliance clauses.

To date, all our strategic suppliers have been assessed. While our assessment system is mainly used by our UAE operations, most of our Group suppliers have been assessed. Our Afghan subsidiary uses the same system, and we hope to increase synergies across the Group over time.

e& takes a zero-tolerance stance to human rights violation within the value chain. We reserve the right to terminate business with suppliers that breach these policies as well as suppliers that fail to take corrective action within an agreed timeline. In 2023, no suppliers were terminated due to negative environmental or social impacts.

In Country Value programme

In line with the UAE Federal Government programme that aims to boost economic performance and support local industries by redirecting higher portions of public spending into the national economy, we also evaluate suppliers' In-Country Value (ICV), which represents their presence across the UAE. While this is not new, 2023 saw the development of a green ICV by the Ministry of Industry and Advanced Technologies, aiming to reward suppliers' environmental practices. e& was the first company in the UAE to adopt the green ICV evaluation process.

Performance evaluation and recognition

Our dedication to sustainability goes beyond mere acknowledgment. It extends to the recognition and rewarding of high-performing suppliers. Through a special award ceremony exclusively designed for our valued partners, we emphasise our view of all collaborators as integral partners in our shared success. This ceremony is intricately linked to performance evaluations, underscoring the significance we attribute to the impactful contributions of our suppliers towards achieving our sustainability objectives.

e& itself also received two CIPS MENA 2023 awards in recognition of its good work in procurement and the supply chain: Best Procurement Transformation Programme and Global Sourcing Project of the Year.

Looking ahead to 2024

As we continue our journey toward a more sustainable supply chain, the focus remains on enhancing ESG integration, supplier collaboration and risk management. The learnings from these discussions will guide our future strategies, ensuring that sustainability remains at the core of our supply chain practices.

Our performance	2021	2022	2023
Total procurement spend (AED million)	11,700	12,932	13,708
Percentage of procurement spend spent on local suppliers (%)	86	83	81
Total new suppliers		310	457
Proportion of new and existing suppliers acknowledging our Supplier's Code of Conduct (%)	n/a our assessment process was initiated in 2023		100
Proportion of spend covered by our screening process, including ESG considerations (%)			100*
Proportion of strategic suppliers covered by our screening, including ESG considerations (%)			100*
Number of strategic suppliers covered by our screening process, including ESG considerations, considered high risk, under ongoing remedial process			8*
Number of strategic suppliers, covered by our ESG screening, terminated due to ESG risks	0	0	0

* The screening is carried out to identify ESG risks as well as other risk categories such as Sanctions, Enhanced Country Risk, Adverse Media, etc.

Human Rights

Definition of material matter:

To us, human rights means protecting and respecting the rights and dignity of those affected by our activities or business relationships, in compliance with applicable legislation and in line with our policies.
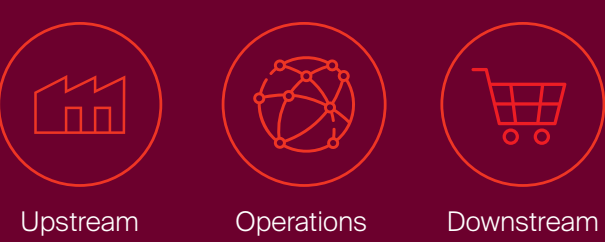
Why it is material to e&:

Respecting and upholding the rights of our stakeholders is not just a legal obligation, but a moral imperative for e&. It is embedded in our core values, reflecting our commitment to conducting business responsibly and contributing positively to the communities we serve. It is essential to securing their trust and our licence to operate.

Type of impact:

Positive impacts include creating an inclusive workplace, strengthening human rights in our supply chain and supporting local communities and customers by enabling them to indirectly fulfil certain basic rights through access to connectivity. On the flip side, human right infringement or violation may erode stakeholders' trust and our business reputation, impacting our bottom line.

Value chain impact:

Upstream   Operations   Downstream

Key stakeholders:

Local Communities   Governments   Customers   Employees   Business Partners   Investors

Regulators   Retailers/ Wholesalers   Civil Society   Suppliers   Financial community   Media

Our management approach

Our human rights efforts are governed by our Code of Conduct and our Supplier Code of Conduct in line with applicable laws.

As signatories to the UN Global Compact, we strive to uphold its principles 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.

Our progress in 2023

In its 2019 Report, "An introduction to human rights for the mobile sector"* , the GSMA listed the salient human rights most commonly cited by mobile operators:

- Privacy and freedom of expression
- Child rights and safety online
- Child labour
- Forced labour, modern slavery and human trafficking
- Other labour standards
- Conflict minerals
- Community impacts from building and maintaining infrastructure

As our human rights programme is developed during 2024, we believe that e&'s policy framework already covers key elements.

Our recently developed Group Data Protection Policy has at its core our commitment to treat information of employees, customers, stakeholders and other interested parties with the utmost care and confidentiality. This is in line with e&'s data protection standards and applicable data privacy laws.

Our Code of Conduct and Supplier Code are the bedrock on which our human rights efforts are based within our operations and our supply chain, covering non-discrimination and equal opportunities, modern slavery, child labour, human trafficking, harassment, health and safety and respectful social media behaviour.

Our Group operates across multiple geographies, regulatory frameworks and local contexts. We abide by local laws. While some countries expressly recognise some rights, others might not. This is the situation with some labour rights, such as the freedom of organisation and collective bargaining, which we uphold in nations like Pakistan and Egypt where they are recognised.

Subsequent to our policy work, we have also improved our due diligence process across various aspects of our corporate work. Upstream, we have initiated the assessment of our suppliers through our third-party risk management, which covers social risks.

Our procurement, compliance, and business teams collaborate to ensure that we select, review, conduct standard supplier risk assessments and due diligence and approve and monitor our business partners in line with our established risk management processes.

When it comes to violations of human rights that occur within the value chain, e& adheres to a zero-tolerance policy. We reserve the right to terminate business relationships with suppliers who violate these policies, as well as with suppliers who fail to take corrective action within the timeframe that was agreed upon.

At the other end of our value chain, upstream, we have initiated an ESG due diligence process in our merger and acquisition activities which includes human rights concerns. While this process is still in an early stage, we will strengthen it in 2024 based on lessons learned so far.

Looking ahead to 2024

As we further embed corporate sustainability throughout our Group, we are committed to advancing our human rights agenda. In 2024, we aim to initiate a human rights programme in line with the UN Guiding Principles for Business and Human Rights.

*https://www.gsma.com/betterfuture/wp-content/uploads/2020/05/GSMA_Introduction-to-human-rights_report_2019.pdf

Responsible Commercialisation

Definition of material matter:

Responsible commercialisation pertains to our commitment to providing exceptional experiences across its diverse range of services while communicating and marketing them in a fair and ethical way in line with applicable standards. This commitment is instrumental in fostering long-term relationships and sustaining our reputation.

Why it is material to e&:

Responsible commercialisation is crucial for e& as it directly influences brand loyalty, customer retention and competitiveness. It serves as a key performance indicator reflecting the success of e& in meeting customer expectations.

Type of impact:

Positive outcomes involve increased loyalty and positive word-of-mouth, while negative impacts include dissatisfaction, reduced loyalty and potential harm to the brand. The opportunity lies in enhancing customer satisfaction for increased loyalty and business growth, while the risk is in neglecting these issues, leading to churn and potential harm to the brand reputation.

Value chain impact:

Operations   Downstream

Key stakeholders:

Employees   Customers   Governments   Local Communities

Our management approach

At e&, earning and keeping the trust of our customers is vital to our business success, and we aim to do it the right way. Product and service quality are the backbone of our customer-centric approach, as well as transparent and fair communication and providing feedback opportunities to our customers. These will vary in nature across our operating companies, based on market specifics, business and customer segments and local laws and standards. In this section, we focus on the processes and achievements of our UAE operations.

Progress in 2023

To ensure our offerings address our customers' needs, the product and segment marketing team continuously analyses global telecommunication trends, customer usage behaviour and sales performance analytics to design and update new and existing features. Frontline sales staff undergo regular training to ensure understanding and adherence to regulation, and that best practices are followed and implemented.

e& developed a customer feedback management system, entitled the "CX Change Factory" which tracks and monitors the customer experience and satisfaction across all touch points, including customer care, retail sales, digital apps, website and technical performance. The system also enables us to conduct deep dive analysis on customer's experiences. Feedback is collected via SMS, email or website pop-up survey. All customers are invited to share their feedback on their interaction, along with general comments and recommendations, so that we can improve and meet our customers' expectations.

e&'s customer-facing staff, including sales agents, are not only trained to explore customer needs and requirements, but are also equipped with AI-powered tools that recommend best-fit products, offers and services, thereby providing unique and personalised experiences for customers.

There are various ways in which we measure customer satisfaction:

- A Net Promoter Score (NPS) survey conducted across all products and channels to gauge our customer's NPS from a transactional and relational perspective
- Our retail satisfaction score, measuring customer satisfaction across e& retail stores
- Our first call resolution score, reflecting the quality and efficiency of our call centre
- The ratio of customer complaints resolved to total complaints received

Listening to our customers

Customers can raise their concerns or complaints through multiple digital and traditional communication channels, according to their personal preferences. Channels include retail, inbound voice calls and non-voice channels. Complaints are classified into three categories: technical, billing and customer service. For each complaint category, there are standard operating procedures to be followed depending on the nature of the issue. In all cases, the outcome is communicated to the customer and, once they are satisfied, the complaint is closed in our complaints tracking system.

Product and service quality

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

The quality management system is the foundation of all other management systems. Accordingly, e& have established, maintained and implemented our quality management system in line with the ISO 9001:2015 international standard, which as at December 2023 covers almost 50% of e& UAE's certification programmes. e&'s performance improvement and quality assurance management system successfully achieved recertification for ISO 9001:2015 (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-certified for infrastructure and cloud services. In addition, the e& IT business unit is certified against ISO 27001:2013 for its information security management system. We also comply with the Payment Card Industry Data Security Standard (PCI DSS) across the e& data centres in addition to the Etisalat payment gateway, payment machine, IVR and self-assisted services (SAS). We are ISO 20001-1:2018 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 a Unified Network Operation Centre (UNOC) that monitors telecommunication services provided to customers along with the underlying infrastructure. The SOC provides immediate solutions in case of service interruption or degradation.

Looking ahead to 2024

As we look to 2024, we plan on developing a groupwide responsible marketing policy, framing our approach to fair and ethical marketing practices, and further evolving our reporting on these practices.

Our performance	2021	2022	2023
Number of customer complaints	762,876	534,797 *	411,752
Percentage of customer complaints resolved (%)	96	97	94
Percentage of first call resolution (%)	85	87	73**

* 2022 data was restated to include full year data.
** FCR measurement methodology has been changed in 2023 and cannot be compared with previous years.

Mystery shopper programme

The mystery shopping programme is a continual improvement plan to enhance e&'s customer experience through the evaluation of the entire customer journey process, including the evaluation of the quality of products and services, facilities and operations across all types of customer touch points (direct channels, indirect channels and customer care).

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 2023, the compliance score as measured by the mystery shopping programme improved by 2% compared to 2022, mainly driven by store appearances, staff behaviour, knowledge and sales skills. The mystery shopping programme has a predetermined set of goals and objectives concerning the enhancement of the customer experience. The programme aims to achieve continual improvement to enhance e& customer experience.

Digital Innovation

Definition of material matter:

Digital innovation at e& encompasses the strategic deployment and advancement of digital technologies, processes and solutions to drive efficiency, customer experience and overall business performance.

Why it is material to e&:

Digital innovation is fundamental to e&'s evolution, ensuring relevance and competitiveness in a rapidly changing technological landscape. It allows us to meet evolving customer expectations, enhance operational efficiency and contribute to the broader digital transformation agenda.

Type of impact:

Digital innovation is the opportunity for e& to differentiate from our competitors, grow our customer base and ultimately grow our business.

Value chain impact:

Upstream   Operations   Downstream

Key stakeholders:

Local Communities   Governments   Customers   Employees

Business Partners   Regulators   Civil Society

Our management approach
e& takes a decentralised approach to innovation management. Each business segment and operating company has its own specific innovation development paths and processes. In certain cases, this may mean capitalising on customer feedback to provide enhanced or new services and products, while in others acquire new businesses or solutions with the aim to capitalise on their innovation.

Progress in 2023

Strategic acquisitions and technological breakthroughs
In 2023, e& achieved key milestones in digital innovation. Highlights included acquiring a majority stake in PPF Telecom, investing in Vodafone and launching "EASE", the first AI-powered autonomous telecommunication store. We solidified our position as a global technology group with the 100% acquisition of Telenor Pakistan by PTCL Official, enabling us to broaden the customer base and accelerate investments in network infrastructure and digital technologies.

Our expansion into new sectors, including electric vehicle charging networks and entertainment, demonstrated an ongoing commitment to innovation. Simultaneously, e& UAE operations achieved a milestone with the world's first ultra-high-speed 1.6Tbps per wavelength technology trial on an optical transport network. This advances us towards the 100T network platform, supporting the 10 Giga UAE initiative. Collaboration with Huawei underscores our dedication to providing advanced network infrastructure in the UAE.

ESG and sustainability taking centre stage
As ESG and sustainability took centre stage, e& actively participated in COP28, aiming to achieve zero carbon emissions across our own operations by 2040. Deploying net zero 5G Massive MIMO sites, securing our first green loan, transitioning to electric vehicles and further developing our sustainability services supported by AI driven technology underscores our dedication to environmental responsibility.

Partnerships and recognition
Our efforts received abundant recognition in 2023, from being recognised as MEA's most valuable portfolio of telecommunication brands to Tier 4 certification from the World Teleport Association. Awards at prestigious events like Carrier Community Global Awards, GCC Gov HR Awards, ALB Middle East Law Awards and Middle East Investor Relations Association Awards highlighted our industry leadership. We were also awarded Fast Company, "Most Innovative Companies in the Workplace, MENA" in 2023.

Looking ahead to 2024
As we look forward to 2024 with optimism and excitement, we extend our heartfelt thanks to investors, business partners and the diverse e& family comprising of close to 58,000 employees. Their invaluable contributions continue to drive our journey towards digital innovation, sustainability and a positive impact on society.

Network Availability

Definition of material matter:

Network availability is a crucial component in the landscape of e&'s material matters. Ensuring the resilience and sustainability of our digital infrastructure directly aligns with our commitment to uninterrupted services, meeting our regulatory requirements, our customer expectations and contributing to broader digital transformation initiatives.

Why it is material to e&:

In an increasingly connected world, the resilience and sustainability of digital infrastructure is crucial for e&. It aligns with our commitment to providing uninterrupted services, meeting customer expectations and contributing to the broader digital transformation.

Type of impact:

Given the direct influence on the performance and reliability of digital services, the impact is actual. It presents both positive outcomes, such as improved customer satisfaction, and potential negatives, like service disruptions.

Value chain impact:

Operations   Downstream

Key stakeholders:

Local Communities   Governments   Customers   Employees   Regulators

Our management approach

Our telecommunications business operates in a highly regulated environment, which can vary across the countries in which we work. Our governance structures involve clear delineation of responsibilities, compliance with applicable regulations, adherence to industry standards and continuous monitoring to identify and address potential challenges promptly, to ensure the reliability and sustainability of our digital infrastructure.

e& UAE operates measures and controls to ensure that it operates in a legal and compliant way in relation to all rules and regulations that form part of the UAE's telecommunications regulatory framework.

The aim is to always ensure that etisalat by e& staff members across all departments are aware of and adhere to the Telecommunications Digital Regulatory Authority's (TDRA) regulatory obligations. Employees can report any potential breaches as part of these measures and controls. e& UAE's regulatory and commercial functions cooperate on a continuous basis with cross-departmental teams dedicated to achieving ongoing regulatory compliance requirements stemming from the UAE telecommunications regulatory framework.

Progress in 2023

e& achieved significant milestones as a trailblazer in the deployment of cutting-edge technologies, encompassing 2G, 3G, 4G, and 5G. Notably, we played a pioneering role in launching the first broadband network in the Middle East, actively contributing to the evolution of digital connectivity. This commitment to technological advancement has positioned e& as a key player in the dynamic digital landscape.

Meeting the escalating demand for seamless communication remains an ongoing challenge, one that e& addresses by providing state-of-the-art network technologies. Additionally, ensuring the environmental sustainability of network infrastructure is a focal point, prompting e& to actively address this concern by deploying carbon-neutral 5G radio sites, as showcased during COP28 UAE.

Amid these achievements and challenges, e& maintained a prominent presence in discussions surrounding the applications and regulation of AI. In recent engagements, the Company highlighted critical factors pivotal to AI, such as connectivity, access to large data storage, formidable computing power and the imperative for sustainable energy. This commitment aligns with e&'s broader vision for the responsible and forward-looking deployment of technology.

Connectivity, as a cornerstone for AI, has witnessed remarkable progress in advanced markets like the UAE and the Kingdom of Saudi Arabia, with e& actively contributing to the connectivity agenda in emerging markets.

Looking ahead to 2024

As e& navigates these challenges and builds on its achievements, the Company remains dedicated to shaping a positive future.

Our performance

Our performance	2023
Total subscribers in millions (Group)	>170
Total subscribers in millions (UAE)	14.2
Number of wireless subscribers (UAE)	12.6
Number of wireline subscribers (UAE)	0.3
Number of broadband subscribers (UAE)	1.4
Leading mobile network, download speeds (mbps, UAE operations)	313
5G penetration in the UAE (% of population)	>99
FTTH Penetration in the UAE (%)	98

Looking Ahead

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e& is moving from a regional to a global presence. We envision creating the digital future by empowering digital societies through our networks and products. 2023 was a breakthrough year for our vision, expanding Company horizons with a number of ground-breaking commercial partnerships and acquisitions across Europe, the Middle East and Asia while at the same time investing in some of the most exciting and promising start-ups.

For e& to make that vision a reality, the Group must become a sustainability leader. To be fit for purpose, becoming a regional leader and in time an international influence – that is our ambition.

In 2023, we took some significant steps, including the appointment of a dedicated Sustainability team, creating appropriate governance processes and guidelines, seizing the opportunity of the COP28 conference to deliver ambitious externally approved planet commitments as well as a new and fresh outlook on our non-financial information, as outlined in this report.

Looking to 2024, we will continue to build the Sustainability programme across the entire Group. We will publish

a Climate Transition Plan, deliver Project Life, embed our Sustainable Procurement Programme, refresh our diversity targets and announce new plans for our equity and inclusion programmes. We will implement changes to improve the relevance and quality of our non-financial data with the ambition to align this data with our financial data's scope and quality.

Given e&'s footprint, its emerging markets knowledge, its world capabilities in AI, digital infrastructure and networked intelligent devices, we will be reviewing our sustainability strategy in 2024 with a view to launching a new and ambitious approach to 2030. We recognise that digital is the base of the pyramid for the solutions required to address some of the most pressing problems humanity faces. We want to make the most of this opportunity, delivering transformative solutions and in time becoming a truly globally respected power in the telco / techco world for our sustainability commitments and what we have delivered.

Thank you for reading this report, and special thanks to the ESG / Sustainability "factory" of colleagues from across e& Group who are making this vision a reality.

Andrew Dunnett
Senior Vice President, Sustainability

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