

committed to  
responsible growth  
sustainable innovation  
& digital inclusion



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## scope and boundary

We are two years into our sustainability reporting journey with the Global Reporting Initiative (GRI), and are happy to report that we have witnessed tremendous growth in this short time. Over the years, our reports have increasingly focused on our stakeholders needs, and for the 2014 report we made the bold step to report only on 'what matters' and 'where it matters'. This opened us up to an entirely new scope of defining our strategies and organisational goals, staying relevant and delivering maximum value in line with our commitment to stakeholders.

As a result, we have built on that solid foundation and written this 2015 Report 'in accordance' with the 'Core' criteria of the GRI G4 framework, while incorporating other standards and frameworks, including the ISO26000. In light of this, we have taken into consideration other growing trends in the sustainability space, including the transition from the Millennium Development Goals (MDGs) to the Sustainable Development Goals

(SDGs), and have reported on the synergy of our activities with these goals.

Most importantly, our focused approach to stakeholder engagement has enabled us to identify issues that have the greatest impact on our stakeholders' assessments and decisions, and also on our business strategy. In this report, we highlight the most relevant economic, social and environmental issues raised both internally and externally from January – December 2015; based on our operations within Nigeria. This has led to a report that is by all means truly reflective of our position within the local industry, and our key actions in driving Etisalat Nigeria to where we want it to be.

While the opinions of all stakeholders – internal and external – have been central to our sustainability report in 2015, the local climate in the telecommunications industry led us to expand our focus to other aspects of our business that are paramount to driving growth; including regulation, innovation, and digital inclusion.







# navigate the report

We have written this Report to reflect the issues that are most relevant to our growth as a business, and that make the most impact on our internal operations and external perception. These issues are covered in these broad topics:

## 1 **Our organisational strategy**

Etisalat Nigeria is driven by a core passion for excellence that fuels all of our activities as a business. We are squarely focused on being the best we can be for ourselves and for our stakeholders, and have identified topics within the report that will help us achieve this.

## 2 **Material aspects**

We have identified topics within the report that drive us closer to our short, medium and long term objectives, whilst adhering to the principles of sustainability context and stakeholder inclusiveness.

## 3 **Our values**

We are guided by a set of core values that reflect who we are, and the qualities we have chosen to imbibe as a business that will stand us in good stead with all our stakeholders.

## 4 **Our people**

As indicated in our core values, nurturing talent is very important to us at Etisalat Nigeria. This report will expound on how we are building a happy, motivated and fulfilled work force.

## 5 **Our quality**

As a service provider, the importance of quality can never be overemphasised. We bring our zeal for customer service and retention to the fore in the reporting year.

## 6 **Our customers**

In 2015 we have taken active steps to guarantee customer satisfaction, and have included in this category, potential consumers and future customers.

## 7 **Our investors**

The viability of our business is dependent on a multiplicity of issues, both direct and indirect. Considering that the economic, social and environmental impacts of the organisation are tied to this viability, we have also paid special attention to relevant issues within the report.





## ceo statement



I am pleased to introduce Etisalat Nigeria's annual Sustainability Report, the second in accordance with the GRI G4 framework. In it, we report on what matters in our business, and where it is most important. As we grow, we are determined to pursue the integration of sustainability into all aspects of our business and strategic planning. The theme of this Report is *Commitment to Responsible Growth, Sustainable Innovation and Digital Inclusion*, a reflection of the true state of our company and our apparent geographical commitment.

One of the pillars of our business and indeed success is innovation, and we continue to rely on this to propel us to more accomplishments. However, we are mindful of the ever-changing landscape, and have embraced the role that Digital Inclusion has come to play globally. Nigeria is no exception to this incursion, and we are delighted to be pioneers in this space. We have also assumed a stronger focus on corporate governance, as we you will see in the report, and our conscious realisation of its importance within the telecommunications sector.

### Overcoming change

2015 was a year of 'change' at multiple levels. There was a change of government, drastic change in oil prices – a mainstay of the Nigerian economy – and change in foreign currency behavior in the national economy. Considering these economic challenges, during the reporting year of 2015, by squarely answering to the real need for connectivity of Nigerian consumers, we sealed our leadership in the traction of voice and data services through an impressive level of quality of service. We have remained a reputed player in the provision of data services to our esteemed customers and our customers still attest to our championing role in delivering excellent satisfaction.

### Compliance and stakeholder satisfaction

During the reporting year, Etisalat Nigeria was acknowledged for delivering strong performance in quality of service, particularly around voice, that met the required standards of industry regulators. In addition, as the country moved in a more focused manner towards curbing illicit activities such as kidnapping and other extremist activities, telecommunication companies were compelled to deactivate unregistered SIM cards. Whilst the penalty for noncompliance was stiff, we complied earnestly with the commission's directive. Where there were third party infractions on the part of some of our vendors, we put in place measures to mitigate repeats.

These achievements show the dedication of our team to our collective progress. Integrity remains our watchword.

We also continue to pay close attention to the rapid growth of voice and data services in Nigeria, with particular focus on digital services, bearing in mind customers' increasing need for data. Whilst we are in the early stages of development in this area, we are building on resources at our disposal to provide value added services our customers can enjoy. For instance, factoring in the growth of Nigeria's music industry, we have developed our 'Ring Back Tunes' platforms so much so that we have attracted over seven million customers in 2015, from one million customers last year. This is the sort of growth we hope to build on in the coming years.

### Symbiotic partnerships

We continue to advance industry collaboration by building infrastructure and sharing resources with other telecommunication companies; actions in line with the United Nations recommendation for partnerships for development.

We have also built partnerships with other companies and sectors, one such notable partnership in the year under review is our partnership with Guaranty Trust Bank, through which we were able to deliver financial inclusion to previously unbanked Nigerians via the use of their mobile



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We are vigilant about reporting equally on our sustainability successes and challenges. We certainly appreciate the value it brings to our organisation. What this means is that we have the privilege of identifying gaps that could otherwise lead to pitfalls in the future; and remedying these.

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phones only.

#### Planning ahead

We are vigilant about reporting equally on our sustainability successes and challenges. We certainly appreciate the value it brings to our organisation. What this means is that we have the privilege of identifying gaps that could otherwise lead to pitfalls in the future; and remedying these. We strive to be transparent and accountable to our stakeholders, as we identify the clear benefit of that symbiotic relationship. Indeed our stakeholder feedback has been the driving force of our business decisions and goals for 2015, and beyond.

It is really important to our business that we keep improving quality and capacity, to cope with the demand that our market places on us as responsible service providers. This is our mandate – to remain at the forefront of providing reliable and affordable voice and data plans to our customers; and continually delighting, even out serving our stakeholders. This is a promise we intend to keep.

Thank you for reading.

Matthew Willsher



CEO, Etisalat Nigeria



## performance highlights

2014

21,103,749 subscribers  
69,364 port-ins  
209 experience centres  
Over 80% customer satisfaction

2015

21,877,542 subscribers  
137,466 port-ins  
216 experience centres across the nations  
85% customer satisfaction





## executive summary

Seven years after our entry into the market, we, Emerging Markets Telecommunication Services (EMTS), trading as Etisalat Nigeria – a private company established in partnership with Mubadala Development Company and Etisalat of the United Arab Emirates – have remained true to our commitment to deliver excellent service every step of the way. Driven by our responsibility to our stakeholders, we have continued to review and improve on our strategy with the singular goal of being the best in the industry. Driven by this vision, our activities in 2015, as shown in this report, reflect our commitment to growing sustainably as a business, building on the strength of innovation, and promoting digital inclusion for all.

Since we started reporting in line with the GRI G4 framework, our focus has shifted to strong stakeholder engagement, a tool we have developed even further in 2015. Stakeholders' increasing importance to our goals and vision cannot be overemphasised, and as such we prioritise material issues borne out of these engagements and drive our operations using carefully researched and tested solutions. This strategy gives us the confidence that we are not only creating value for our stakeholders, but are securing continued success in the years to come. In 2015, we also converted a number of seemingly insurmountable challenges into opportunities, both for us as a business and also for our stakeholders. The results were quite revolutionary, as you will see later in our report. Of notable emphasis is the role that partnerships played in enhancing our

impact nationwide, further revalidating our dedication to the achievement of the Sustainable Development Goals (SDGs), particularly Goal 17 – Partnerships for Development. In the same vein, we took advantage of this opportunity to measure our performance against the MDGs with the aim of transitioning smoothly into realization of the SDGs, through strategic initiatives.

All of our activities were therefore focused on driving sustainable growth. By identifying the key areas where this could be achieved, we have been able to deploy a holistic and cohesive action plan that has brought us significant results in 2015.

### Contact Us

As promised in last year's report, we have written this 2015 report to keep all our key stakeholder groups – customers, government/regulators, vendors, employees, investors, and the media – informed on topics that are most critical to them and to us. Should there be any comments or feedback regarding any portion of this report, please contact us through any of the following media.



Please direct further feedback and inquiries:

The Manager  
Corporate & Social Responsibility  
Etisalat Nigeria Head Office  
Plot 19, Zone L  
Banana Island  
Ikoyi  
Lagos  
Nigeria.  
Email: CSR@etisalat.com.ng



## executive management team



Etisalat Nigeria values and recognizes the importance of human capital development; as such we are paying focused attention to the formation of "green teams" by upholding the principles of gender equality, equal representation, non-discrimination, effective communication, employee engagement and workplace diversity. This is in line with our organization's culture of investing in our most valuable resource – staff, while seeking to maintain our position as the "employer of choice".

**Abigail Isokpan**  
Chief Human Resource Officer



At Etisalat Nigeria, sustainable products and services are at the centre of our operations as reflected in our Product Sustainability Information (PSI). We continue to challenge industry standards and drive them further up with our innovative offerings that keep our stakeholders satisfied. More so, we actively keep up to speed on market trends and tailor our distinctive products and services to reflect innovation and uniqueness per time.

**Otuyemi Otule**  
Chief Product and Information Officer



What we invest in stands as a reflection of our values as a company. At Etisalat Nigeria, we subject all our investment areas to stringent assessments to ensure that they are not only in line with our core values at Etisalat, but that they comply with Environmental, Social and Governance (ESG) standards. In making responsible and sustainable investment decisions, we are both mindful of and guided by the social and ecological impacts on the beneficiaries and other stakeholders.

**Olawole Obasunloye**  
Chief Financial Officer



Innovation will continually be a key driver of our business activities at Etisalat Nigeria. We do not only strive to provide a solid technical backbone for our innovative products and services, but are equally focused on making our internal processes run seamlessly to boost our productivity. We place particular emphasis on procuring the most advanced technology to deliver winning solutions to our customers. However, we also promote technology and practices that support economic, social and environmental sustainability; all critical to success as a business.

**Stephane Beuvelet**  
Chief Technical Officer



## executive management team



We have a remarkable history of being the leader in ensuring regulatory compliance in line with both local and international practices. We imbue the management of our regulatory affairs with sustainable strategies; and embed ESG into our policy making, stakeholder engagement, trading, and all other functions to build and maintain a golden reputation with government and our other esteemed stakeholders.

**Ibrahim Dikko**

Vice President, Regulatory and Corporate Affairs



Customer satisfaction remains the strongest leg on which we stand. Our goal is to be the service provider of choice; and this we pursue by maintaining open lines of engagement with our customers – both actual and potential, remaining responsive to their needs, and continually build on the trust our customers have in us to deliver excellent and quality service.

**Ken Ogujiofor**

Vice President, Consumer Sales and Service



As a responsible business focused on customer satisfaction, Etisalat Nigeria is dedicated to delivering value to customers through tailored and innovative products and services. As a partner of choice, we ensure that our quality offerings are of the highest value, are readily available to all our customers, and are in strict adherence to industry guidelines to continually drive sustainable business growth.

**Bisi Idowu**

Vice President, Marketing



At Etisalat Nigeria, we value integrity. We, therefore, operate under strong corporate governance based on ethical, responsible and sustainable principles, and are fully committed to the fulfilment of the Sustainable Development Goals (SDGs). To ensure business continuity, sustainability informs our business strategy and influences how we make decisions, define priorities, and set goals. Sustainability in fact is our shared corporate vision.

**Aidevo Odu-Thomas**

Company Secretary



## executive management team



For Etisalat Nigeria to continue to thrive, it is imperative that we maintain a culture of excellence across our value chain. What is also very important is that not only do we hold all vendors and contractors to the highest level of accountability, transparency and responsibility, we are progressing towards putting in place stringent policies to mitigate against globally acceptable practices such as all forms of forced and child labour within our supply chain. Furthermore, in line with international standards, our policies and procedures are designed to promote local content and ensure compliance and best practice at all times.

**Mohammed Elsis**

Director, Procurement and Contract Management



Taking into cognisance world class industry practice and global standards, we periodically and proactively assess our business performance with a drive to improve our strategies. This has allowed us to identify new planning structures that ensure milestone and 'business to business' tracking. We have found that this has boosted our commitment to accountability to multilateral standards, and has improved our sustainability performance significantly.

**Olufemi Falola**

Director, Internal Audit



At Etisalat Nigeria, our pride lies in our ability to deliver excellence with every product and service we render. We have stepped this up year after year by subjecting our processes to extensive reviews in line with international best practice and the results have made us better and stronger as a brand and business.

**Ndidi Okpaluba**

Director, Corporate Quality and Excellence



We recognise that there is an increasing need for sustainable solutions to the world's most pressing issues and Etisalat Nigeria is positioned to provide requisite and innovative products and services in the world of telecommunication. We are conscious of emerging and constantly evolving trends, and we have designed our business strategy to not only accommodate these trends, but capitalize on them for maximum impact across board.

**Alex Kamara**

Director, Strategy and Business Development



The safety and security of our stakeholders is of utmost priority to us at Etisalat Nigeria. We, therefore, adopt the highest standards and protocols, and ensure complete compliance to guarantee safety at all times. Our use of well trained and equipped Safety Champions has had significant impact on the reduction of accidents or incidents at our facilities, and we are committed to making increasing investments in this regard.

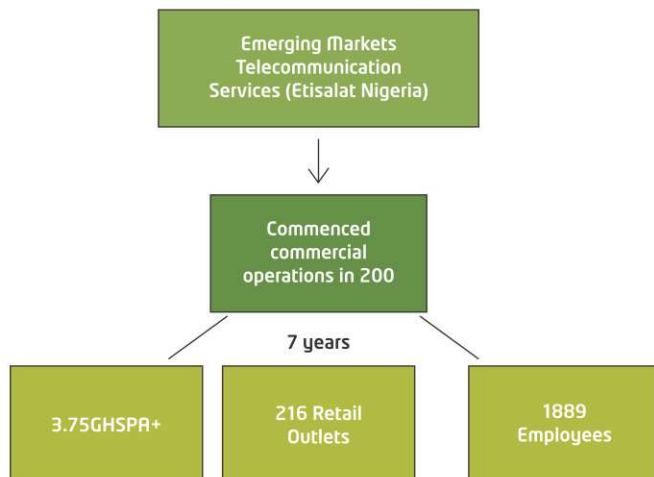
**Muhammad Abubakar**

Director, Security





# our business at a glance



Etisalat Nigeria Subscribers

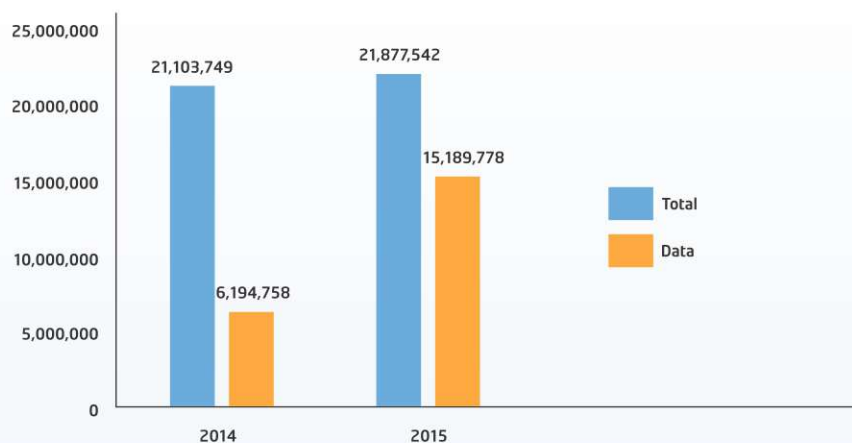


Figure 1: Etisalat Nigeria Subscribers

Growth in retail outlets

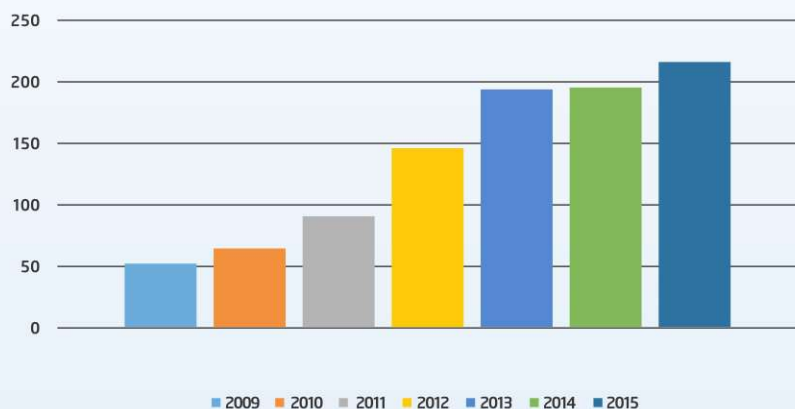


Figure 2: Growth in retail outlets



## products and services

easywallet

easylife 4.0

easycredit

smartpak



easyblaze

easyflex

GT easy savers  
Account



easy starter

talkzone

easycliq

easybusiness





## what we do

Bold Confident Young Trendy Hip  
Cool Dari ing Smart  
Fun Fabul efficient

At Etisalat Nigeria, our focus is to ensure maximum satisfaction for our customers. We have identified unique areas to meet their needs and aspirations; and put them at the fore of our planning.

The experience we deliver is one that encompasses great voice, data, and business support products and services to ensure that our customers find appropriate offerings to meet their needs and their budget; all within the service supply standards set out by the Nigerian Communications Commission (NCC) in the Quality-of-Service Regulations. With the most affordable voice plans, we reach a diverse market space and offer a variety of packages under the prepaid and post-paid selections with bonuses and features that keep our customers satisfied. Our unique data services keep our customers enjoying a richer online experience with our fast and stable broadband service running on 3.G75G HSPA+. They also enjoy the opportunity of sharing this experience with family and friends by allocating a data allowance to the desired parties. Through our wide selection of support that we provide to the business world in terms of meeting their telecommunication needs, we also do our best to provide mobile solutions that suit the specific needs of small, medium and large organisations.

To effectively manage customer experience, we ensure that we keep the lines of communication open 24 hours daily on our diverse portals including online chat, Facebook, Twitter and Email. We also work behind the scenes to provide the best service with minimal interruption, at all times.



## vision, mission, values

# Vision

To be the leading and most admired Telecoms Company in Nigeria

# Mission

To extend people's reach by developing advanced networks that support people and allow them to develop, learn and grow

# Values

Teamwork

Growing  
our people

Integrity

Passion for  
excellence

Empowering  
our people





## awards





# leading the path to sustainable development in Nigeria's Telecommunication Industry

an interview with our VP, Regulatory  
and Corporate Affairs, Ibrahim Dikko



Achieving our goal to be the partner of choice demands that we are accountable to all our stakeholders at every given time. Our commitment is to stay true to our core values by operating our business in the most ethical manner, whilst providing quality products and services. In 2015, our efforts in this regard were put to the test and we are proud to report that the policies and procedures we have established over the years, guided us to navigate a clear path in compliance with industry directives, without compromising customer satisfaction.

We could however, not have achieved this without the guidance of a governing body that prioritises integrity and responsible business practices over all else, and has made concerted efforts to ensure that our organization stays at the forefront of sustainable development in Nigeria through constant digital innovations as elucidated by the Vice President, Regulatory and Corporate Affairs, Ibrahim Dikko.



Under the glare of the spotlight that was shone on the telecommunications industry over issues of non-compliance, how would you say Etisalat Nigeria fared in 2015?

2015 was an interesting year for the telecommunications industry, largely due to issues around adherence to the Nigerian Communications Commission (NCC) regulations. This was made more significant as a result of the substantial punitive measures to be meted out for non-adherence. Etisalat Nigeria, being committed to regulatory compliance, has always paid close attention and dedicated resources to driving this; and as with previous years it yielded dividends in 2015.

Delisting customers who were not registered, as demanded by the NCC, was a tough business call to make if you consider the numbers of customers that would be lost, attendant complaints based on this, impact on customer satisfaction, and the resources that would be required to manage the situation appropriately. With all of these in mind, we placed the priority on compliance to industry laws, and focused squarely on properly managing the situation to create a process as seamless as possible for our customers.

Interestingly, there were other issues raised in 2015 besides the SIM registration, including regulatory prescriptions on Mobile Number Portability, where I am delighted to say that in addition to gaining the most customers and losing the least, Etisalat Nigeria was the only operator not to be sanctioned. To further show of our commitment to ethical business

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practices, we ensured that customers who were desirous of leaving our platform were allowed to do so seamlessly, and without any delay.

Concerning the issue of auto-migration of subscribers to Pay-As-You-Go (PAYG), and the disconnection of pre-registered sims, we maintained our commitment to staying above board at all times, by fully complying; and within stipulated timelines.

**In creating policies and procedures that promote compliance, what critical factors has Etisalat Nigeria considered?**

Our precision in appropriately segregating stakeholders remains one of our major strengths at Etisalat Nigeria. We understand that our stakeholders sometimes have conflicting needs, and we dedicate time and resources to design effective responses that ensure we maintain a standard of excellence, whilst delivering optimal satisfaction. For instance, when faced with the dilemma where complying with our regulators' expectations led to the unfortunate disruption of service for our customers, we quickly went back to the drawing board to determine how to best

manage the situation and rolled out effective strategy that guaranteed our success.

Our focus is therefore on delivering on our commitment to operate in line with international best practices, and the entirety of our organisational strategy is geared towards achieving that goal. I also believe it is this sort of attention to the maintenance of strong, positive relationships with all key stakeholders that has allowed our organisation to thrive in our seven years of existence. We are constantly evolving in proactive response to the need to stay relevant in the industry and in living up to our commitment to resolving issues satisfactorily; major contributors to our success so far.

**Considering the increasing focus on ESG (Economic Social and Governance) considerations and the launch of global guidance like the SDGs, how has Etisalat Nigeria made efforts to incorporate these into the business strategy to spur ethical business practices?**

Interestingly, in considering ESG issues, many would make the mistake of believing that the telecommunication industry is less vulnerable to being in



Concerning the issue of auto-migration of subscribers to Pay-As-You-Go (PAYG), and the disconnection of pre-registered sims, we maintained our commitment to staying above board at all times, by fully complying; and within stipulated timelines.



dissonance with best practices, but this is incorrect. We have found that both within and outside of our value chain, there are key environmental, social and governance issues that we must pay particular attention to if we will reach and exceed industry standards locally and internationally.

We are therefore constantly reviewing our policies in many areas of the business including talent management and retention, data privacy, creating eco-friendly products and of particular importance to us, managing our supply chain to enforce our values and encourage ethical business practices. Often, these policy reviews lead to the introduction of new products and services that our customers can trust to be of great value.

Furthermore, we have reviewed our activities under the Millennium Development Goals, and re-focused our attainment of the Sustainable Development Goals (SDGs). While we have identified priority areas in the areas of education, health, and partnerships for development, to name a few, we are open to opportunities to promote other goals either through strategic partnerships or philanthropic opportunities.

In light of this, Etisalat Nigeria has maintained strong partnerships over the years that have allowed us to reach many more people than we would have been able to on our own. Such social investments have covered our key areas of development - education, health and the environment, and in 2015, we incorporated digital inclusion. In partnership with a leading financial institution, Etisalat Nigeria

was able to provide financial liberation to the previously unbanked, starting them on their way to financial freedom and prosperity.

We hope to continue to evolve in this space in line with local and global advancements, adhering to the principles that make for a sustainable business.

#### How would the SDGs drive the achievement of set targets and Etisalat Nigeria's desired positioning?

Our aim is to be the best in the industry. From when we were established in 2008, we were driven by the need to gain our footing in the industry and enjoy success. Now, seven years later, our vision has evolved, and we have set our sights on being the 'Telco of choice' for all our stakeholders. Consequently, right from top management, there is an immediate awareness of the need for sustainable business practices to ensure a better tomorrow for us all.

Our organisational strategy is therefore, designed in full consideration of our immediate and long term goals, and you will find that our focus areas are closely linked with the achievement of the SDGs.

In being a partner of choice, Etisalat Nigeria maintains cordial relationships with host communities as well as state and local governments, to promote symbiotic relationships. We strive to ensure our customers know they get value for money when they use our product or service. Our employees are assured that they are valuable to us and will be treated with dignity and respect

Furthermore, we have reviewed our activities under the Millennium Development Goals, and re-focused our attainment of the Sustainable Development Goals (SDGs).



at all times. Our suppliers are assured of fair, equitable and honorable dealings.

Looking into the future, what key outcomes or learning has Etisalat realized from inception to date, to spur sustainable development and ethical business practices?

The importance of stakeholder engagement in driving a successful and sustainable business immediately stands out. In our engagement over the course of the years, we have realised that we are only as strong as our stakeholders attest. Our success as a business is greatly dependent on how valuable we are to our stakeholders, and this will continue to spur us to develop a more inclusive strategy in the coming years.







# engaging our stakeholders

Stakeholder engagement is at the heart of what we do at Etisalat Nigeria. Our organisational strategy reflects focal areas as identified by key stakeholders, and thus it is important that we continue to properly identify, prioritise and listen to our stakeholders to ensure useful engagements. In 2015, we maintained our classification of stakeholders after reviewing the results of our prioritization exercise, detailed in our 2014 Sustainability Report. We have also placed emphasis on boundary to determine whether the activities of the identified stakeholder impacts on us internally or externally.

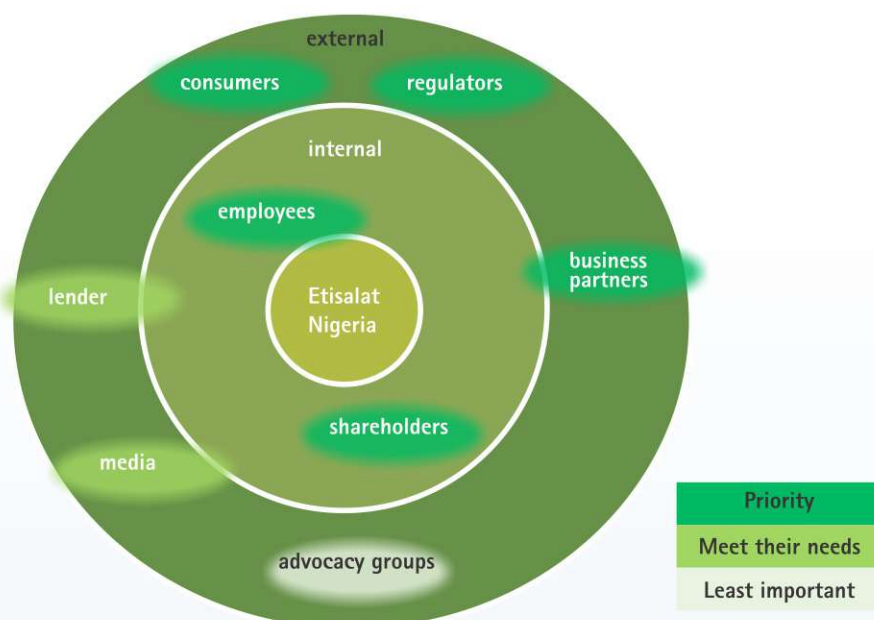


Figure 3: Prioritising our stakeholders and determining boundaries

## Table 1: Stakeholder Engagement

### Feedback from Stakeholder Engagement

*The purpose of our engagement with stakeholders was to properly identify the most material issues to the groups, to enable us design the best strategy to address these issues. In addition, we took into consideration the extent of importance of each of these issues based on the frequency with which they were raised, to properly determine the prioritisation in our resulting materiality matrix. Consequently, we employed a variety of tools for engagement with as many representatives of each stakeholder group all year long, across several channels – online and physical – specifically tailored to the nature of our relationship, and which would best capture relevant information.*

| Stakeholder                             | Mode of Engagement                                                                                                                               | Feedback                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customers/Consumers                     | Regional Customer fora<br>Social media engagement<br>Customer Survey channels<br>Customer complaint/feedback desks in all our experience centres | Data services – providing affordable internet services to customers<br>Unsolicited SMS messages<br>Billing efficiency – enhancing our billing system<br>Product related – providing effective opt-out platform for ring-back tune service<br>Network quality – the need for improved network quality<br>Customer satisfaction – better all-round experience for our customers                                                                        |
| Government/Regulators                   | Letters and emails<br>Stakeholder engagement sessions<br>Consumer parliaments                                                                    | Compliance – strict adherence to industry guidelines for the industry                                                                                                                                                                                                                                                                                                                                                                                |
| Investors<br>(Represented by the board) | Board meetings                                                                                                                                   | Ethical business practices – ensuring sustained adherence to ethical standards<br>Economic value services – ensuring Etisalat Nigeria delivers market driven solutions<br>Social investment – ensuring Etisalat Nigeria gives back to the society, while also endearing the company to its customer base                                                                                                                                             |
| Employees                               | Surveys<br>CEO roadshows<br>Newsletters                                                                                                          | Staff satisfaction – regular two-way communication on issues that impact on staff welfare, optimized tools for performance and driving of employee ambassadorship<br>Staff performance and management expectations – appraisals and other measures to ensure staff deliver on the Etisalat Value Proposition<br>Employee pride – ensuring employees are happy to be part of the Global Etisalat Family<br>Health & safety – quick emergency response |
| Distributors/Suppliers                  | Emails                                                                                                                                           | Suppliers' compliance with guiding Ethics code – strict adherence to Etisalat's code on anti-corruption, corruption and compliance                                                                                                                                                                                                                                                                                                                   |





# determining materiality

## Methodology

On the basis of the feedback received from the engagement with our stakeholders, we prioritised the issues raised based on the influence of each issue on our stakeholders' assessments and decisions, against Etisalat Nigeria's organisational goals and operations.

In assessing the influence on stakeholders' assessments and decisions, we considered all key stakeholders, defining them as follows:

- ▶ **Investors:** consisting of investors and shareholders who are interested in the overall performance of Etisalat Nigeria
- ▶ **Government/Regulators:** consisting of government and agencies at the federal, state and local levels
- ▶ **Employees:** all staff of the company, including the Management Team
- ▶ **Customers:** actual and potential customers and consumers, including communities which Etisalat Nigeria operates in
- ▶ **Suppliers:** all registered vendors and business partners involved in Etisalat Nigeria's value chain.

In assessing the impact of the issues raised on Etisalat Nigeria's strategy and operations, we considered the following:

- ▶ **Relevance in 2015:** Based on a policy framework within Etisalat Nigeria that guides our operations in line with best practices, we looked at the identified material issues against previously existing policies, new policies/procedures that were introduced, or existing policies/procedures that were revised in 2015.
- ▶ **Impact:** We focused on the significance and severity of the effect of the material issues on Etisalat Nigeria's operations, and its ability to achieve organisational goals and set targets.
- ▶ **Industry standard:** In comparison to other telecommunication companies both within and beyond Nigeria, we analysed the material issues raised for relevance within the industry.
- ▶ **Local context:** The Nigerian space is unique in many ways, and was particularly so in 2015. Issues were therefore considered in light of these nuances.

This resulted in 18 material issues classified under 5 key areas as follows:

### **Our values**

- ▶ Ethics & anti-corruption
- ▶ Our core values
- ▶ Compliance
- ▶ Health & safety
- ▶ Environmental management

### **Our people**

- ▶ Staff satisfaction
- ▶ Staff performance
- ▶ Employee pride

### **Our quality**

- ▶ SIM registration
- ▶ Data service
- ▶ Network quality

### **Our customers**

- ▶ Mobile number portability
- ▶ Digital inclusion
- ▶ Unsolicited SMS & RBT
- ▶ Pricing & tariff
- ▶ Customer satisfaction

### **Our investors**

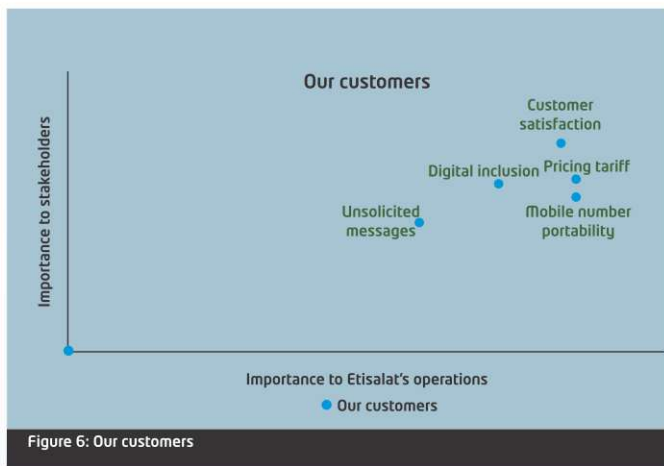
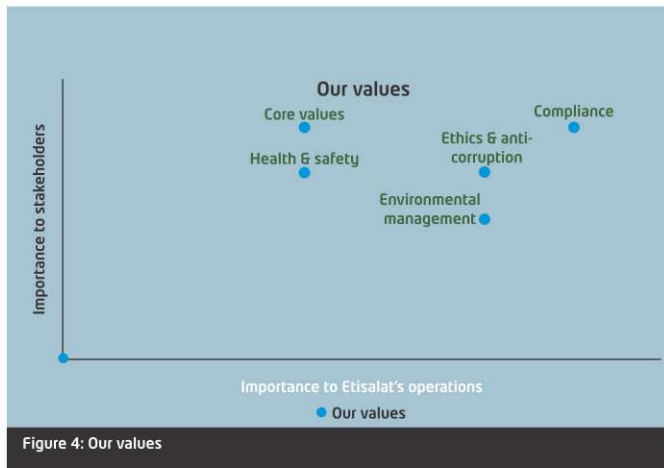
- ▶ Economic value
- ▶ Social investments

Consequently, this focused approach has allowed us to build on our progress in 2015 with respect to the quality of engagement and the synergy between meeting our stakeholders' needs and our organisational goals. With continued dedication to improvement, in 2015, we measured ourselves against promises made in 2014, giving us a clear picture of how far we have come, especially in the areas of employee pride and satisfaction, social responsibility, compliance and environmental management.





# materiality map





### Our core values

Our core values at Etisalat Nigeria are intrinsic to the achievement of our organisational goals, and serve as a guide for every arm of our business. We are, therefore, committed to strict adherence to our core values every step of the way. In the face of changes in our economy, or in the local or international space, we remain steadfast to these values:

**Teamwork:** We firmly believe that working together ensures better results. Leveraging on the strengths of individual members of a team – and making up for the weaknesses – we are able to put our best foot forward, working together to produce excellent products and service. Our employees are not only expected to work together, but are encouraged to develop connections both within the departments and cross-functionally, to ensure synergy in all our activities.

**Integrity:** We are bound by what we say at Etisalat Nigeria. Once we have committed ourselves to a cause, it is as good as a guarantee of a promise met. The importance of integrity is deeply entrenched within our entire value chain; ensuring that from start to finish, we deliver on what we undertake.

**Passion for excellence:** We are constantly refining our strategy, work and methodology, to ensure that we out-perform previous successes. At Etisalat Nigeria, within our operations and in all our activities, we are driven to deliver at optimum level constantly, and invest the requisite resources that ensure quality delivery.

**Growing our people:** The talents that are right here in our home country continue to astound us yearly. It is an ever exciting journey that we have



embarked upon in finding these talents and investing richly in them because we are confident that our results will be amplified, while our employees are fulfilled in executing their deliverables. We strongly believe that greatness lies in everyone, and that every staff should be supported to tap into that greatness and deliver excellent results.

**Empowering our people:** Our employees are dedicated to growing the company, and in turn we empower them to take decisions to enable them achieve this. Whether it be by providing opportunities for self-development, or giving them the confidence to take bold, informed steps in carrying out their work; we encourage members of staff to explore avenues to deliver on their objectives optimally.

### Compliance

Guided by the Ethics and Compliance Code, Etisalat Nigeria and our employees strive to ensure strict adherence to laid down rules and regulations. In 2014, we were part of an industry committee that developed voluntary Code of Corporate Governance and we have worked hard to align our operations to its provisions, completely voluntarily. Furthermore, as responsible corporate citizens, we abide by the laws governing our country of operation, and endeavor to establish a positive relationship with existing regulatory agencies.

In addition, we operate and establishing positive relationships with existing regulators, we also subscribe to organisations such as the Nigerian Economic Summit Group (NESG) – local network of the United Nations Global Compact – to ensure that we operate in line with international best practices.

It is without a doubt a major contributor to the discussion within the telecommunications sector centered on SIM registration. A process which began in 2010, the Nigerian government, through the National Security Adviser, other securities agencies, and the NCC, required that Telecommunications service providers, for the collective good of the society, register all customers with active lines as a security measure for the collective good of the society. Etisalat Nigeria complied fully with this directive.

Nonetheless, Etisalat Nigeria received a warning for running a service on an unauthorised short code, however, this issue which was immediately resolved with no interference from the NCC. We were also asked to pay a fine of N13.2m for pre-registered SIM cards from third party agents found in trade. In response to this, we immediately implemented a 48-hour policy whereby, any newly registered SIM, not monetised within 48 hours, would be deactivated.

In 2015, the NCC introduced a number of new requirements in industry; here is how we responded:

Table 1: Stakeholder Engagement

| NCC Directive                                                                                   | Compliance | Comments                                                                                              |
|-------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------|
| Deactivation of subscribers with defective registration records                                 | ✓          | All affected subscribers were deactivated and new registration procedures were immediately rolled out |
| Directive against auto-migration of data bundle subscribers to PAYG browsing                    | ✓          | Etisalat was the only operator to do so within the stipulated timeline                                |
| Compliance with Mobile Number Portability (MNP) timelines                                       | ✓          | Violation warnings and monitoring exercises were implemented and incidence rates reduced by 96%       |
| Directive restricting Closed User Group (CUG) tariffs offerings to NGOs and Government agencies | ✓          | Accordingly, Etisalat Nigeria withdrew CUG tariffs offerings from corporates                          |

Furthermore, we believe it is also our responsibility to ensure compliance of our industry peers in order to enable fair competition within the market. We therefore filed action against the NCC for granting MTN Nigeria a waiver on a regulatory prohibition of differentiating its on-net and off-net tariffs. Upon the withdrawal of the waiver granted to MTN by the NCC, EMTS, withdrew its suit.

### Ethics & Anti-corruption

At Etisalat Nigeria, we pay close attention to activities on our entire value chain to ensure that all of our business is conducted ethically. We have zero tolerance for bribery and corruption. This policy is communicated to players within our value chain both internally (employees), and externally (suppliers) through our Code of Conduct, training programs, by letter, email, and text message, and of course, contractual

agreements.

#### Within Etisalat Nigeria

In engaging with our business partners, we will continuously uphold our core values of integrity, transparency and accountability. We are aware of the environmental responsibilities of our service providers in managing co-location facilities, and will support in their efforts to achieve environmental sustainability.

Our position on ethics and anti-corruption is communicated clearly to all employees at every level of the organisation. New intakes are trained upon arrival, and existing members of staff are required to undergo training every two years. Copies of the Compliance & Ethics Code ("the Code") are also distributed both at the induction ceremony for new intakes, and on our e-tranet for all to access. We also keep this important conversation going by sending out periodic messages to all employees, and by providing screen savers and posters that convey our stance on anti-



corruption in the organisation.

Where there are cases of non-compliance, the internal audit team has provided a whistle blowing (WB) hotline for such cases to be reported. In 2015, a total of 9

Table 3: Whistle blowing channels

| Medium of reporting                                   | Number |
|-------------------------------------------------------|--------|
| Phone call to whistle blowing (WB) line               | Nil    |
| Verbal discussion with director, internal audit (DIA) | 3      |
| Mail to DIA                                           | 1      |
| E-mail to WB e-mail address                           | 4      |
| WB boxes                                              | 1      |
| Total                                                 | 9      |

cases were reported through the following channels

#### Within our Supply Chain

Our business partners are an integral part of the wheels that enable our organisation to function optimally. This necessitates forging close working relationships with our partners, to enable us deliver on common goals.

In driving transparency to build trust, we include our clauses on anti-corruption in the contractual agreements that our vendors are expected to sign, with the requirement that they undergo evaluation surveys and face-to-face meetings to ascertain credibility. Furthermore, 80 staff and vendors have been trained on Environmental Management Systems (EMS) with particular emphasis on waste management, root cause analysis, EMS implementation and pollution control strategies.

In addition to the Standard

Instructions and Conditions for Etisalat Nigeria Tender, which states the regulations governing vendor work with Etisalat Nigeria, we introduced, in 2015, the Vendor Performance Evaluation to help us ascertain if the works of our vendors are in line with our expectations, with any issues of non-compliance quickly addressed. Warnings are immediately issued to erring vendors, and where face to face engagement is required, we do our best to achieve resolutions that are satisfactory to both parties.

While on occasion, our vigilance, has led us to blacklist certain vendors and remove them from our service completely, we have for the most part, enjoyed cordial relationships with our vendor community. We have been consistent in holding up our end of the bargain, with all procurement policies, to ensure the highest level of mutual fairness and equity. Our selection of business partners or suppliers is based strictly on merit, and does not allow for

discrimination based on gender, age, religion, tribe or disability.

More so, in keeping with our promise made in 2014 – to develop a Local Content Policy which will aid us in growing our relationship further with our local vendors – and our dedication to empowering people, we have made concerted efforts to increase local procurement to well over 90%. However, when it occurs that the services required can only be rendered by foreign vendors, we prefer to conduct our business with local partners in our efforts to grow the Nigerian economy. We are confident in the availability of necessary resources within Nigeria, and we are determined to do our best to contribute to the development of this capacity by providing Nigerians with a platform to conduct their business.



## Health & Safety

### Safety Champions, Occupational Health And Safety

The health and safety of both internal and external stakeholders is of high priority. Our goal is to ensure that whatever base of operations we occupy, those within and outside the organisation are safe from all accidents. This is why we have Safety Champions at Etisalat Nigeria who are engaged on an entirely voluntary basis.



*Across 5 locations including Abuja, Ilupeju, Kano, Lagos*

Other members of staff were also taken through Emergency Preparedness and



Evacuation Procedure training, revalidating that the safety of every member of the organisation is truly important and is a shared responsibility. We train our staff to constantly stay alert to quickly identify imminent danger or health related issues and immediately secure their own safety and well-being, the safety of all stakeholders both within the organisation and at external engagements such as road shows.

Furthermore, in recognition of dangers that we are not able to control directly, we take the time to keep employees in the loop of possible threats, whether within or outside the organization. Such information includes security advice on any emerging issues such as robberies or other ongoing criminal acts; travel safety tips spanning across Nigeria, for all employees; and notifications of developing health concerns, accompanied with tips on

how to stay healthy and uninfected.

At Etisalat Nigeria, our Health, Safety and Environment (HSE) policy guides our entire business. This is why we ensure that our signage in and around our work locations communicate effectively, to promote accident-free offices and environments, including screensavers and wallpapers on employees' computers. Reminders are also sent on different related topics, especially when there are observations of near misses or accidents.

Our health and safety framework is all inclusive for stakeholders and, therefore, covers our external vendors. Through a job-hazard analysis that all vendors are required to undertake, we open the discussion to our business partners where we identify possible areas where accidents may occur and immediately take the requisite steps to mitigate these incidents. To further ensure the safety of all at all times, we







frequently conduct on-the-spot assessment while vendors are working to observe any direct violations of the terms spelt out with regard to health and safety.

### Environmental Management

For every community that Etisalat Nigeria is present in, we take our responsibility to our hosts very seriously. Consequently, when we move to acquire any base station, our first point of call is to conduct an Environmental Impact Assessment (EIA) to ascertain potential risks in that space and immediately provide mitigating solutions where required. However, with our phased move to co-location, 2015 saw increasingly few constructions of such base stations, resulting in less possible environmental disruptions.

In 2015, we set targets for ourselves in line with regulatory standards, and we are proud to report that we achieved all our targets save one due to the proximity of our generators to high industrial areas.

Table 4: Meeting our environmental targets in 2015

| Objective                                      | Target                                                    | Result/Outcome |
|------------------------------------------------|-----------------------------------------------------------|----------------|
| Improve air quality                            | 70% monitored sites not exceed regulatory limit           | Achieved       |
| Minimize impact of noise on residence          | 70% of monitored sites achieve 65DBA noise level          | 35% Achieved   |
| Reduction complaints of vibration              | 20% reduction from 2014                                   | Achieved       |
| Proper handling and disposal                   | Proper handling of both hazardous and non hazardous waste | Achieved       |
| Reduce soil, surface and G.Water contamination | 100% clean up reported spills with 3 weeks                | Achieved       |



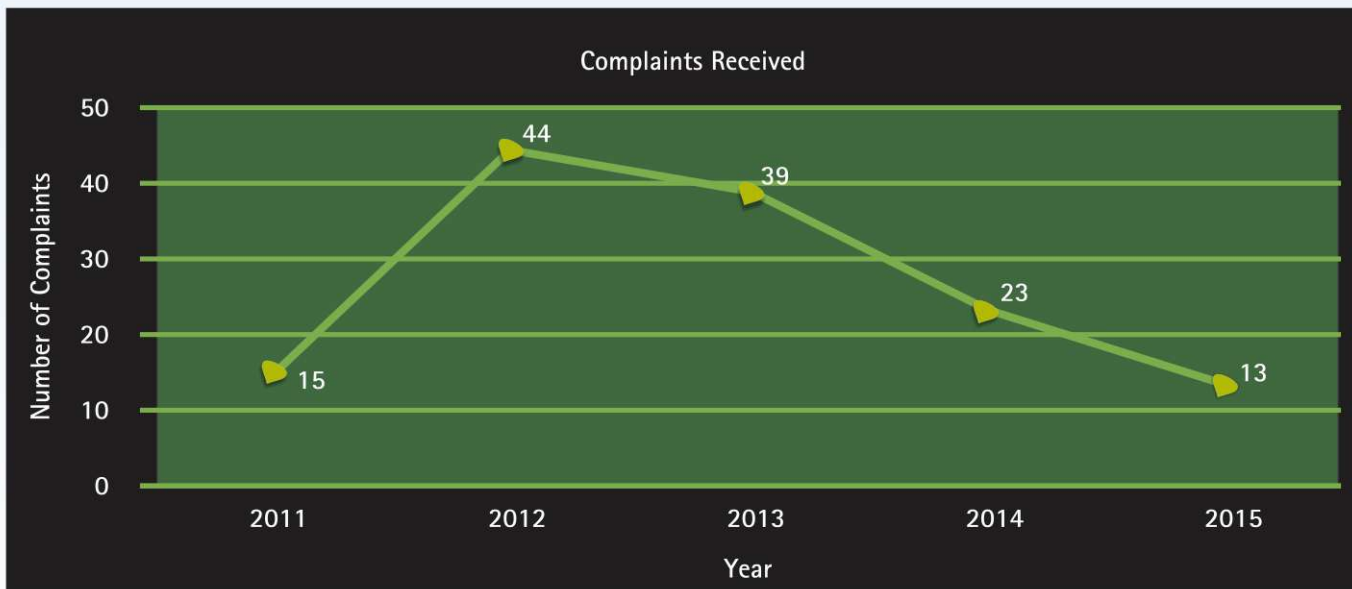


Figure 9: Reduction in complaints of vibration received

We, however, reiterate our commitment to achieve all targets in 2016 by reviewing our processes and employing world class technology to improve performance.

At our base stations, total energy consumption amounted to 129,210.95MJoules sourced from Diesel generators and the Power Holding Company of Nigeria. Due to the near completion of the colocation of our base sites, we no longer own any of the hybrid sites where we previously made use of renewable sources of energy. We are therefore going into the coming years with a renewed focus to discover how we can better control our energy consumption and take advantage of alternative resources at our disposal.





## Case Study: Diesel Spill Clean Up in one of our Host Communities

### Background

Our responsibilities to our host communities are highly prioritised at Etisalat Nigeria. It is our duty to conduct our business in the safest way possible, ensuring that none of our activities bring any harm to those living within our host communities, or disrupt their livelihood in anyway. Consequently, in 2015, we responded promptly to a diesel spill resulting from the negligence of a vendor at one of our sites in Abeokuta.

### Our response

In following already established protocol, we immediately identified the source of the spill and stopped any further leakage as our first response. This was closely followed by an environmental assessment by our Environmental Compliance team to determine the extent of pollution and instigate an appropriate remediation plan.

Once this was completed, and in recognition of the need for stakeholder engagement, the community was

immediately alerted to our plans for remediation, and based on mutual agreement, we carried out the following:

- ▶ injection of chemicals (using newly dug bore hole by Etisalat Nigeria) into the soil to dispense of the oil
- ▶ monitoring of ground water
- ▶ monitoring of the resident water wells, and
- ▶ three month monitoring assessment involving soil tests after remediation exercise.

### Key outcomes

Once remediation was confirmed, a close-out meeting was held with the community; where they expressed satisfaction with our remediation efforts. Furthermore, the community asked for our support in getting clean water by way of a borehole fitted with pumping machinery and an overhead tank; which we provided.



## Sim Registration

In line with the NCC's directive to ensure all users on our platform register their SIM cards by August 1, 2015, to disable the scourge of criminal activity done over the telephone in Nigeria, Etisalat Nigeria disconnected all defaulting customers. This was done only after customers were duly informed multiple times and through various media channels of the penalty for not registering SIMs before the stipulated date. However, we remained committed to our customers and quickly rolled out our strategy for getting our customers registered and reconnected in the shortest possible time, through concerted efforts to direct the public to our many centers dedicated to the registration.

## Data Services

According to the Internet World Statistic, 51.1% of Nigeria's population makes constant use of the internet, making the opportunities for growth are extensive. With 15.65% of the market share for data usage as recorded by the Nigerian Communications Commission, Etisalat Nigeria offers the best value for money in the Nigerian space. Service providers largely compete on the level of pricing, however we also base our rates on the superior value of the product or service we are offering to allow our customers to enjoy only the best.

As we continue to invest in the quality of our infrastructure, we are confident that our offerings will only become increasingly valuable in terms of quality of service and cost.

| plans           | Price (N) | code      |
|-----------------|-----------|-----------|
| 200MB           | N1,000    | *229*2*1# |
| 500MB           | N2,000    | *229*2*2# |
| 1.5GB           | N4,000    | *229*2*4# |
| night & weekend | N4,000    | *229*3*3# |
| 3GB             | N6,500    | *229*2*3# |
| 6GB             | N8,000    | *229*2*5# |

Text help  
to 229

## The need for improved quality services

At Etisalat Nigeria, we are always working to improve our offerings, and give more to our customers by way of competitive prices and the quality of service that they get. The importance of telecommunications in the Nigerian landscape cannot be overemphasised, and as such, we have a responsibility to our customers to assure them that we are the service provider that can facilitate the achievement of their aspirations. We continue to make strides in extending the reach of our network, whilst driving existing facilities to operate at maximum capacity.





### Digital Inclusion

In this digital era where modern technology keeps evolving, there is a need to keep up to speed with each new innovation or invention. Etisalat Nigeria, being a pioneer of innovation ourselves, is ahead of the Nigerian curve in this regard, and we are already delivering products and services that function efficiently in the digital space. Consequently, in 2015, Etisalat Nigeria expanded its scope of mobile financial services by partnering to ensure that many are able to enjoy banking conveniences with only a simple SMS to a short code, without having to step into the four walls of a banking hall.

We also leveraged our resources as a telecommunication service provider to reach millions of Nigeria all over the nation through some of our social investments. By disseminating relevant information through SMS, we have gained access to many underserved communities and made significant impact in their lives. More information on this can be found under our '*Social Investments*'.

### Unsolicited Messages

In this era of digital marketing, many business owners leverage telecommunication platforms to promote their products and services. These promotions typically come in the form of SMS or Ring Back Tunes that customers can subscribe to. At Etisalat Nigeria, we believe that such subscriptions should be voluntary, and so in 2015, after extensive engagement with customers where it was discovered that customers were experiencing involuntary subscriptions with attendant deductions on their lines, we quickly enabled a short code that allowed customers to opt out of these services and receive refunds where applicable.

### Mobile Number Portability

The advent of the ability to port from one network to another created an opportunity for service providers to be more competitive in attracting and retaining customers. For the second year in a row, Etisalat Nigeria has enjoyed the highest number of 'port-ins' with 137,466 in 2015, and we intend to continue this trend. We did, however, record some complaints regarding delays in successful port-ins, and we initiated investigations into the issue in 2015, with a view to successfully resolving them.

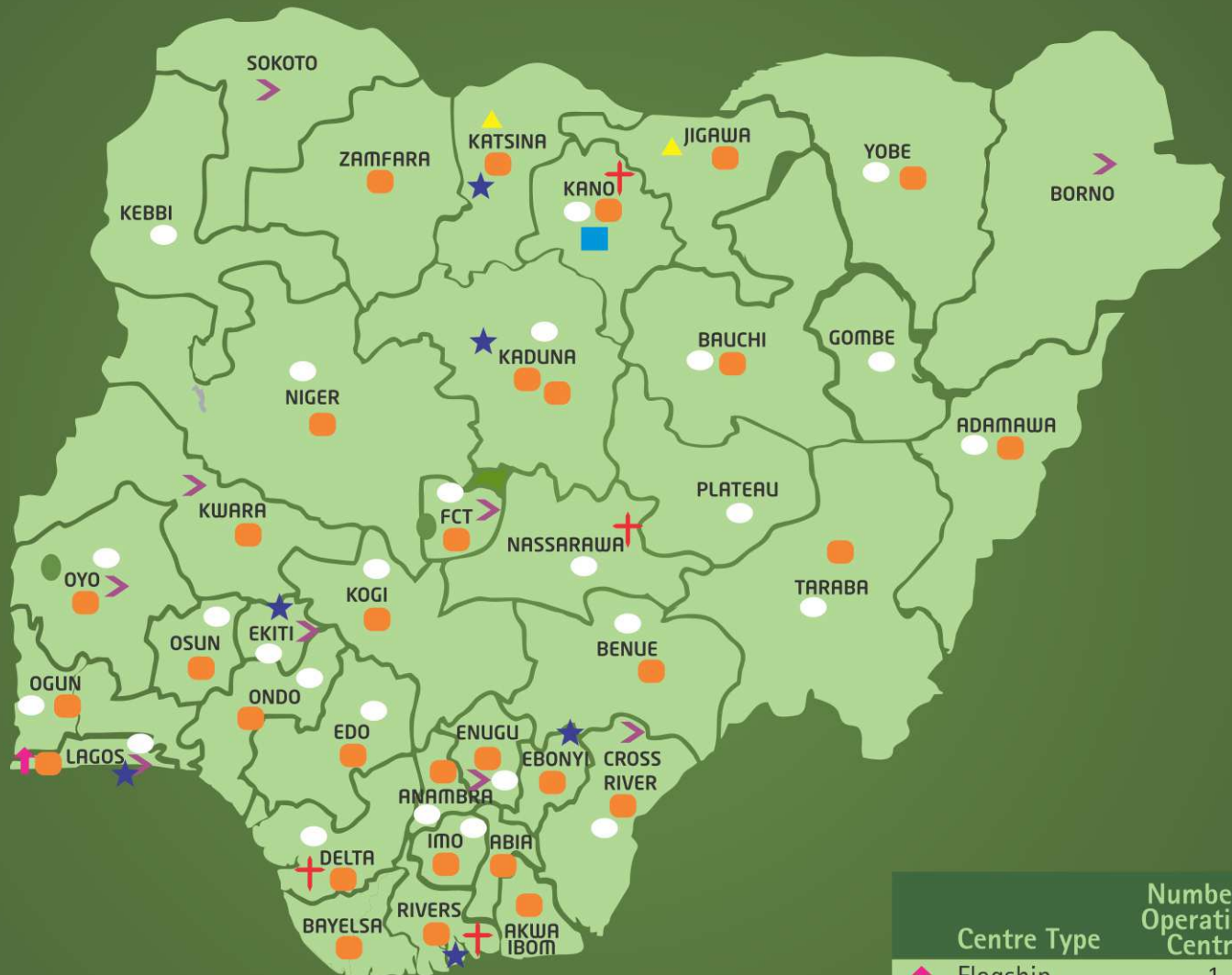
We also made a commitment to effectuate timely resolution of such issues, going forward.

### Customer Satisfaction

Our goal at Etisalat Nigeria is to provide our customers with the best offerings that we can. The customer's contentment is why we do what we do. For every employee that joins the organisation, each one understands that his primary goal – regardless of what department s/he functions – is customer satisfaction.



# Etisalat Nigeria Customer Touch-points/ Experience Centres across Nigeria



| Centre Type        | Number of Operational Centres |
|--------------------|-------------------------------|
| ↑ Flagship         | 1                             |
| ● Gold Series      | 6                             |
| ■ Mall Series      | 14                            |
| ➤ Silver Series    | 44                            |
| ✚ Indoor Kiosk     | 12                            |
| ★ Franchise        | 6                             |
| ▲ Temporary        | 4                             |
| ● MPoS             | 38                            |
| ○ Outdoor Kiosk    | 91                            |
| <b>Total Count</b> | <b>216</b>                    |



In determining how our customers feel about us, we measure their responses across a number of touch points including interactive voice response, email, web chat and social media. In 2015, we had a total of 30,561,813 impressions across all these touch points as follows:



Our customer satisfaction surveys have shown that our customers not only recognise our efforts, but appreciate them, as seen below.

Table 5: Customer satisfaction in 2015

|         |     |
|---------|-----|
| 2015 Q1 | 70% |
| 2015 Q2 | 77% |
| 2015 Q3 | 80% |
| 2015 Q4 | 85% |

Of equal importance to us is the customer's experience when dealing with our customer service agents. Our target is to guarantee that 95% of issues directed to our agents are resolved by the first agent of contact, as customers have previously experienced slight delays in the past. To achieve this, we conducted a total of 69 trainings for our customer service agents in 2015 at various points, including during the induction of new hires and at the launch of new products and services. With the singular aim to maximise value from all our services, each training session drilled down to the unique value proposition of the selected service to ensure that our agents were fully equipped to meet customers' needs. Furthermore, 2015 saw the establishment of specialised help desks such as the data help desk, the channel partner desk, the service recovery desk, and the conflict resolution desk for more focused engagements.

With the service recovery desk, we have proven our dedication to helping our customers experience truly seamless service. With this newly modified feature,



customers who have difficulty getting through to our agents or having their problems resolved are logged, and they receive a call from us instead, and the issue is quickly escalated to the right department.

We are always in search of ways to enrich the customer's experience, and so in 2016, we hope to empower our agents at the first point of call with the ability to resolve common issues faced by customers' right from their desks, thereby shortening the resolution time for customers.

Through these robust engagement channels for our customers, we aim to be the provider that can be relied on to always be there when needed.

In light of the above, we have also maintained our strong policy on data privacy to ensure that our customers feel safe. The trust that our customers have in us is sacred to us, and we have gone to far lengths to ensure that their data is not only safe, but they are armed with the right information on

how to protect themselves. Thus, we recorded no breaches of privacy in 2015, and continue to improve on our methods of managing customers' information to ensure that we maintain this record.

### Pricing And Tariff

At Etisalat Nigeria, we firmly believe in delighting our customers with the delivery of value. We are committed to providing our customers with products and services that they can enjoy seamlessly, and we do this at the lowest possible cost. Our tariffs, however, are perceived as higher than industry average. While we continue to look for more cost-effective ways to provide our customers with the best products and services, we are also conscious of the need to maintain the standard of quality we have set for ourselves. We look earnestly to the future where we have built enough capacity to achieve the perfect blend of quality and price that our consumers can enjoy.



# DIGITAL ECONOMY

## Digital Inclusion as a Societal Enabler

Over the years, Etisalat Nigeria has been strategically positioned at the forefront of innovation in Nigeria's telecommunications industry.

The rise in popularity of the 'mobile' Internet as well as the increasing use of rich and social media is driving significant changes to traditional consumption patterns. These twin developments of technology and connectivity now affect every industry and their respective customer value proposition – giving rise to what is now called the Digital Economy. Sometimes called the Internet Economy refers to an economy that is based on digital computing technologies. Increasingly, the "digital economy" is intertwined with the traditional. Given its expected broad impact, traditional firms, across all industries, are actively assessing how to respond to the changes brought about by the digital economy. Banks, for instance, are trying to innovate and use digital tools to improve their traditional business. Governments are investing in infrastructure. This move is based on an understanding that all industries will have a digital economy component in the coming years and there must be requisite infrastructure to support it. Today, the industry has evolved from producing minutes and megabytes, to also delivering digital products to consumers. Interestingly, these products are not limited to the telecom industry but serve customers of many other industries as well. Therefore, to remain an innovative, digital product leadership is a requirement. And to meet this requirement, Etisalat Nigeria must work with partners across the relevant industries with a digital economy.

The Nigerian Digital economy creates opportunities for companies with industry vertical expertise, who are already telecom product consumers, to drive their value propositions in partnership with a mobile operator. These partners come in all shapes and sizes but are typically Nigerian, unlike many participants in the technology sector. The necessary local perspective creates opportunities for young, tech-savvy entrepreneurs to partner with mobile operators, and in turn contribute to sustainable national development.

In 2015, we embarked on a number of projects aimed at achieving long-term





social impact in the areas of health, education, agriculture and financial services. Through partnerships both within Etisalat Nigeria and with external stakeholders, we were able to drive our strategy towards social investments that are commercially viable for many years to come.

The Nigerian Games Store ([games.etisalat.com.ng](http://games.etisalat.com.ng)), for instance, demonstrates our support for local innovation and youth entrepreneurship. Currently, Nigerian game developers do not have a reliable route to monetization of their localized games, which while being very appealing to local audiences, would previously have gone unnoticed and ultimately not yielded profit. Often, the developers would design games that can compete in the international market, but with no avenue to monetize, they are forced to give out these games on various platforms for free or below their real value. Consequently, this developer community has built on the opportunity, and are creating even more value for themselves and Etisalat, than before.

Furthermore, the Etisalat Prize for Innovation has provided a strong platform for advancing the frontiers of digital innovation in Nigeria. The Prize awards the best live products and product concepts with cash,

mentorship and partnership with Etisalat. We have designed the platform in such a way that it allows us to bring together more content aggregators and provide the necessary support and mentorship – based on mutually beneficial agreements – that will enable them to create useful digital products, which are then hosted on our platforms. It therefore follows that considering our commitment to provide our customers with excellent products and services, we have paid notable interest to the development of these services, to ensure that it meets the quality expected of Etisalat Nigeria. For candidates like Genie Games who we have begun to work with to host its games on our platform, our objectives are to help our partners connect with the right people, provide access to a readily available customer base, and to help them achieve scale faster. We recognize that as a mobile operator, we occupy a strategic position that may very well be the only route to scale for digital products and services considering the level of financial inclusion and the reluctance of consumers to embrace online payments. As such, we take our responsibility very seriously and continue to actively pursue avenues for increased support and engagement.

In taking on this role to enable self-advancement, we have also deployed

our digital services in the pursuit of social development. In 2015, we worked with the GSM Association and Vas2Nets, to provide the right information on maternal health care, and to ensure access to this information right from when the continued dissemination of information to the largest possible number of people at a time is particularly notable in the fight against Ebola; where, with other notable telecom operators with the supervision from the African Union and the Trust – Africa Against Ebola, we set up a short code that significantly supported in raising funds to fight the spread of the disease.

Being recognized for our financial inclusion product of the year for using GTEasySavers was also very exciting for us, not only because of the brand recognition, but because this project allowed us to reach hundreds of thousands of Nigerians all over the nation and deliver real value that would change their lives. By simply providing a short code, many of the previously unbanked were able to open accounts with minimal discomfort. The significance of such a step in achieving financial liberation for many of the product's users cannot be overemphasized, and we are more than excited to have shared that vision and seen it to fruition.

Through these shared value objectives, Etisalat Nigeria will continue to strive to be at the forefront of technological innovation in Nigeria because of our dedication to providing services that truly impact on stakeholders' lives. Our vision for digital inclusion closely aligns with our core values; and our passion for seeing a thriving economy will ensure that we go the extra mile to empower people to go farther and achieve with our support and commitment. We are therefore looking forward to working with many more partners to provide not only the resources, but also the guidance, that will be increasingly beneficial to stakeholders everywhere.

### Profile for Adia Sowho



Adia Sowho is the Director of Digital Business at Etisalat Nigeria. She started her career as a radio frequency engineer in the US. She has an MBA from Northwestern University's Kellogg School of Management and returned to Nigeria after a stint as a management consultant at Deloitte Consulting. Adia currently works on developing mobile content, technology and financial services products through partnerships with Etisalat Nigeria. In her current role, Adia is hoping to find an app for time travel so she can go back in time to see Michael Jackson in concert.



Etisalat Nigeria has established itself as an employer of choice in the marketplace. We do not only take pride in the work that we do, but also in the people who work tirelessly to pursue the vision of the company. The perception of our 1889 employees is therefore very important to us, and we make concerted efforts to ensure they are truly satisfied through constant engagement.

In 2015, the most material issues to our people were:

- ▶ Staff performance
- ▶ Staff satisfaction
- ▶ Employee pride

## Employee Pride

In line with our vision for Etisalat Nigeria, we want our employees to take pride in the work that they do, and in the significant impact it has on the society. One of the ways through which we hoped to achieve this in 2015 was through the first ever Chief Excellence Officers Awards which recognised 10 deserving employees for their achievements during the year, and one larger cross-functional team for outstanding work on a project sale.

Another testament to the efficacy of our responses is the low turnover rate that we enjoyed in 2015, which were duly and quickly filled as follows:

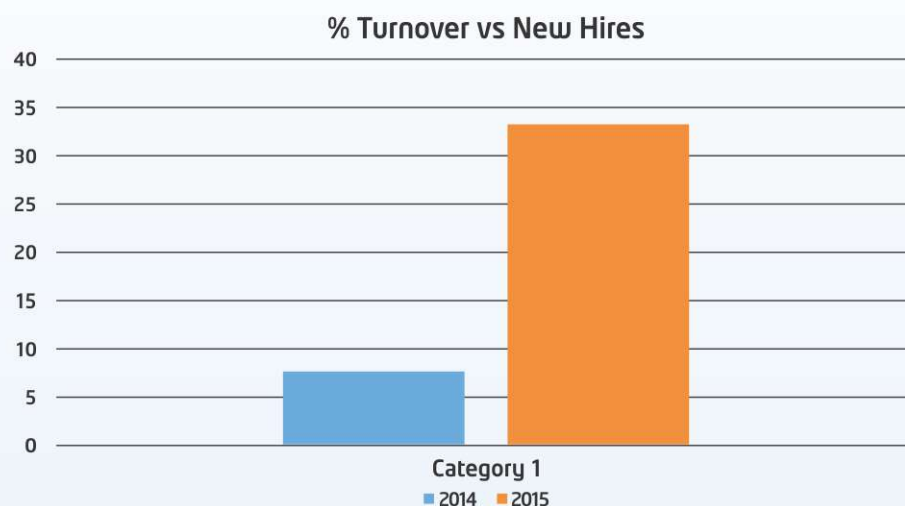


Figure 10: Turnover vs new hires

## Staff Satisfaction

To really know where we stand with our employees, we introduced the Culture Labs in 2015. Designed as an engagement forum for employees to talk about their experiences and their aspirations for the business, organisational culture was observed in 17 departments and divisions across Etisalat Nigeria, and the following results showed how we have met the needs of our employees in 2015.

## here are some of the things our staff said we are doing right as a business:



\*Refers to Heads and above.





Also in 2015 the Board/management approved changes to the HR policies to enhance employee work-life balance in order to strengthen employee commitment to business objectives. Amongst others, changes to the policies affected leave options and promotions. On leave, these changes cut across maternity, adoption, paternity, compassionate/bereavement and family care, and range from 5 days up to 3-months, fully paid.

### Staff Performance

Only a motivated and empowered work force can be expected to give the best of their time and resources to an organisation. By way of motivating and appreciating our staff at Etisalat Nigeria, we rolled out a number of policies that are intended to boost rewards for hard work and diligence. For instance, the performance-related pay in terms of base pay per quarter was boosted significantly for our frontline sales and service employees in Customer Care, Retail, Channel Sales, and Enterprise Segment.

We also revised our pay-on-promotion policy to provide for higher percentage

increases on employees' base pay depending on their position relative to the salary band of the role into which they have been promoted. In addition, we introduced the performance-related Long-Term Incentive (LTI) Scheme for Senior Management Team (SMT) members, Deputy Directors, Heads and Managers who achieve minimum performance levels as defined in the Scheme.

While the first two are revisions of existing policies, the LTI Scheme is a self-funding scheme which runs on a 3-year cycle (with 2014 established as the base year) that pays out at the end of the cycle (i.e. every 4th year) based on year-on-year achievement of a mix of corporate and individual performance objectives.

Furthermore, we improved on our standard for reviewing performance to ensure that staff truly deserving of the rewards would be paid their due. Thus, rather than ticking a set of boxes for achievements, we introduced the what-dimension and the how-dimension to incorporate measurements on the attitude of all our employees to work and the general approach to accomplishing given tasks.



### Performance review by gender



**Figure 11: performance review by gender**  
100% of employees per gender received regular performance & career development reviews.  
Total number of staff: 1889  
Male: 57%  
Females: 43%

### Training per gender



**Figure 13: training per gender**  
Employees at Etisalat Nigeria went through personal development and functional training courses in 2015.  
Average number of hours:  
Male: 13.77  
Females = 6.58

### Performance review per rank



**Figure 12: performance review per rank**  
100% of employees per rank received regular performance & career development reviews  
Non-Management: 86%  
Management: 14%  
(total headcount = 1,889)

In conducting these reviews, we are also able to identify training and learning needs of employees, and then make adequate preparations for them to get the requisite professional interventions. Employees are also advised to develop themselves personally by taking part in cross-functional team activities.

Employees have taken part in both personal development and functional training courses.

### Training per rank



**Figure 14: training per rank**  
Average number of hours:  
Non-management: 19.97  
Management: 22.39

### Promises

In 2016, we aim to foster and deepen our people's collective sense of mission and continuity, especially within the context of the changing economic and competitive environment in which we operate

We will do this by ensuring that we maintain and continuously improve the range of rewards – both financial and non-financial – that we offer our people

We will refresh our flagship employee recognition programme Impact with the addition of a CSR category that provides a cash grant for the team with the best intervention idea in Education, Environment or Health

We will also launch a flexi-time scheme that enables employees choose alternative work schedules so as to more effectively balance their work/ life priorities

Finally, we will be re-committing our employees to our purpose and culture as an organisation through a series of workshops that will be cascaded across all levels.





## our investors



The advancement of national sustainable development is of immense importance to us at Etisalat Nigeria. To achieve this, we know that we must deliver real value by enabling members of the society to create better lives for themselves, and in turn better societies. We recognise that while remaining economically viable, it is our duty to empower the maximum number of people that we can, to build a self-sustaining society that will thrive and evolve positively over time.

**Ikenna Ikeme – Director, Regulatory and CSR**



### Social Investments

We have designed our social investments with a vision to 'create a sustainable economic and social impact through limitless reach.'

Our mission is to extend the reach of Nigerians by enabling development through our projects in the area of responsible governance, Education, Health, Environment and Sustainable Impact. We also aim to build meaningful relationships with our stakeholders through engagement, putting our customers first and delivering excellent service; an indication that with teamwork, a culture of growing people and the spirit of innovation, we can surpass all boundaries.



Figure 15: Our Social Investment Focus Areas

### Education

#### Etisalat Telecommunications Engineering Postgraduate Program (ETEPP)

The wealth of human resources embedded in the Nigerian society presents an opportunity for rapid economic growth and development when channelled appropriately. In this regard Etisalat Nigeria continues to run our program, ETEPP, which gives Nigerian youth the opportunity to get first-rate training in the area of Telecommunications Engineering.

In 2015, 18 students were enrolled into a new academic session – bringing the total to 44 students – and were privileged to receive instruction from faculty of the Etisalat Academy United Arab Emirates (UAE) on topics most relevant to the industry including GSM network architecture; LTE network architecture; fault management; basic vas operation and maintenance; understanding IP/MPLS architecture and topology; network security; and a number of other topics.

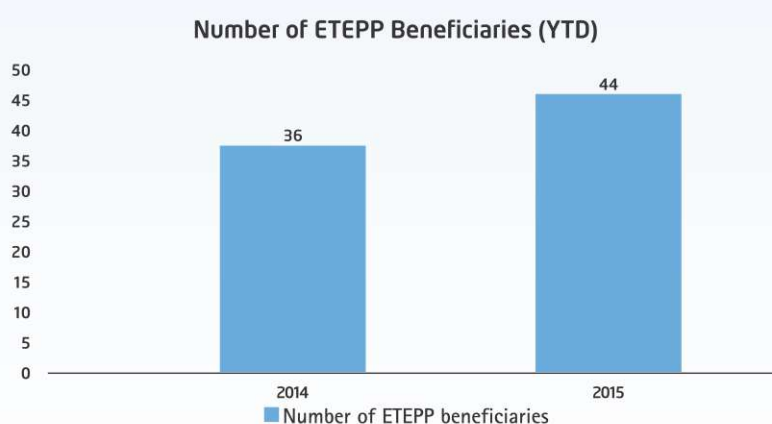


Figure 16: Number of ETEPP beneficiaries (YTD)

The programme also included an internship with our Technical team in Abuja to establish a practical understanding of the modules taught by the Academy.

ETEPP is conducted in partnership with Plymouth University, UK.

In 2016, we intend to:

- ▶ continue to drive delivery of our different commitments on the program, including provision of e-resources to the faculty of engineering, ABU; exchange of visits by Etisalat Academy UAE; internships; and full sponsorship for Ph.D. studies of ABU lecturers ongoing at Plymouth University UK.
- ▶ innovatively include lecturers of the department on the internship scheme, to enable them build practical, updated and cutting-edge competence in their focal area – telecommunications engineering.
- ▶ work with Plymouth University UK team to drive successful completion of Ph.D. programs by some lecturer of Ahmadu Bello University
- ▶ conduct impact assessment for previous students of the program and carry out tracer studies, to enable us evaluate effect and improve on the program.

### **Adopt-A-School Initiative**

In keeping to our commitment from 2014, we are happy to announce that we have adopted a school in Kano – Government Girls' College Dala, expanding the frontiers of the initiative. We completed the first phase of renovation work at the



school, carrying out sundry work such as renovation of laboratories, the school library, a hostel block, provision of hundreds of textbooks, desktop computers, wooden furniture for the ICT centre, library and classrooms, and solar borehole connection.

In addition, we did not only renovate and remodel the school buildings of Nuhu Bamali Primary School, Fadi Sanka community in Zaria, Kaduna State, we donated 30 desktop computers towards the advancement of IT education for the students.

In 2016 we intend to:

- ▶ provide infrastructure rehabilitation, students' training, and school specific support services to GGC Dala, and our other adopted schools
- ▶ extend our Adopt-A-School program to the South-East region of Nigeria
- ▶ provide more ICT development initiatives within adopted schools.

### Career Counselling Initiative

The Etisalat Career Counselling Initiative was expanded in 2015 to include 20 secondary schools in Lagos state and 1,000 new beneficiaries. To date more than 7,000 students have benefitted from this program.

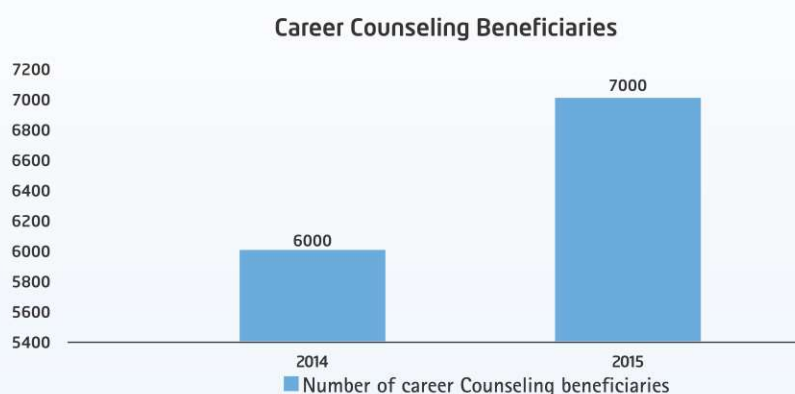


Figure 17: Career Counseling Beneficiaries

Conducted in partnership with the Leadership Empowerment and Resource Network (LEARN) and the Lagos State Universal Basic Education Board, the Career Counselling Initiative provides an opportunity for direct participation of our employees in our social investment initiatives. The feedback from beneficiaries on the program has remained very positive, and to further ensure maximal impact we conducted an independent assessment of it in 2016.

In 2016 we intend to:

- ▶ Expand the reach of this program, taking it to the South-South and

Northern regions of Nigeria

- ▶ Implement the recommendations from the assessment exercise, to guarantee that the initiative delivers on all its objectives.

### Merit Awards

At Etisalat Nigeria, we are increasingly aware of the need to develop talent within Nigeria, in order to drive the sustainable national development. Over the years, we have developed a number of initiatives that are focused on nurturing talent, and one of such is the Merit Awards. Through this scheme, we provide students from over 20 universities with the opportunity to secure grants to be used for furthering education in courses related to Electrical Electronics Engineering, Computer Science and Business Management, strictly based on merit.

In 2015, 200 more students were able to benefit from this platform in addition to the over 1,400 beneficiaries we have had in the past. It is our hope that we can continue to inspire today's youth to academic excellence whilst providing them with a platform for a truly bright future.

In 2016, we intend to:

- ▶ focus on underserved areas of Nigeria in the aspect of meritorious scholarship programs
- ▶ increase the value of the scholarship awards to align with economic realities, and to serve as a strong incentive to drive academic excellence
- ▶ conduct impact assessment and tracer studies for previous merit awardees to enable us measure outcomes and improve on the program.

### Hello Hubs

In building on our partnership with Projects For All – a non-governmental organisation which drives innovative programmes within African communities – in 2015, we have continued to support the Hello Hub in Suleja, Niger state. An initiative dedicated to advancing the frontiers of digital education, these hubs provide local communities with access to educational and community development resources that they can use to create better lives in their communities.

We have, therefore, continued to support this drive by providing internet access to the hub located in Suleja, and serving hundreds of people in communities around the hub; keeping them connected to the rest of the world.

In subsequent years, our commitment is to solidify this partnership to ensure even greater and more relevant impact through this initiative.

### Employability Training in partnership with LEARN

The high rate of unemployment in Nigeria is often linked with the lack of



graduates with the right skills to deliver value to employers. To bridge this gap, Etisalat Nigeria once again partnered with the Leadership Empowerment & Resource Network (LEARN) to provide 'employability' training for Nigerian youth focused on preparing them for the workplace, and equipping them with the right skills to not only get a job, but to keep it.

The programme which lasted for three days focused on topics like effective communication, creating the right attitude to work, time management, tackling computer-based tests, and a host of other important skills that every employee needs to have to thrive in any given role.

#### **Collaboration with EnoughisEnough Nigeria (EIE) on Sound Governance**

The 2015 elections proved to be truly pivotal in Nigeria's democratic history and we are proud of our contribution to the conduction of peaceful elections with an impressive turnout of voters. Based on our understanding that good governance in Nigeria can only be premised on strong stakeholder inclusiveness, we partnered with EIE – an NGO focused on promoting good governance – to promote peaceful, free

and fair elections by providing necessary information on registration, and awareness on the need to exercise voting rights to our entire customer base.

#### **Partnership on Rural Back To School initiative in South East**

As a prelude to our Youth Segment Project in the Rural Areas, we embarked on the Rural Back to School Project in 2015 designed for schools in rural areas to create educational awareness and provide students with the requisite tools to build an interest in education, as well as acquire information technology skills that will enable them explore opportunities in the Educational and Vocational Sector.

In November 2015, over 723 pupils in seven schools in Agulu, Anambra State, received basic educational materials like text books, exercise books, drawing books, rulers, pencils, crayons, biros, school bags, sandals, etc. in the first phase of the project roll out.







## our investors

### Sponsorship of STEM Camp

In furtherance of our partnership with the Working to Advance STEM Education for African Women (WAAW) Foundation, Etisalat Nigeria once again supported to training of an additional 40 in the third technology camp held at the Green Springs School, Anthony campus, Ikeja-Lagos from 2nd to 8th of August, 2015.

By way of providing useful merchandise and mentorship during the career fair, we are proud to have contributed to increasing African girls' interest and confidence in STEM, promoting hands on learning, providing the girls with female role models, and eliminating the misconceptions about STEM and its careers, as well as the misconception that "it is a man's world".

We hope to increasingly emphasise the relevance of computer science and technology in solving real life problems and exposing girls to the opportunities they bring so that can be harnessed for untold possibilities.



## Health

### Fight Malaria Initiative

As promised in our 2014 Sustainability Report, we continued to drive delivery of our goal to control the spread of malaria in 2015. We held a series of activities around the World Malaria Day and World Mosquito Day, and extended our partnership to Global Business Coalition on Health - GBCHealth and the Corporate Alliance of Malaria for Africa (CAMA). Together we raised massive awareness on ways to control malaria through our online media channels, beginning with the unique hashtag #IAmTheDeadliest.

Through competitions and teasers, we were able to spread key messaging on the scourge of malaria and the need to put an end to it to 305,441 people on Twitter - with over 1,409,856 impressions - and 97,000 people on Facebook.

Many of us automatically think of creatures with gnashing teeth or razor sharp claws. Animals like lions, tigers, jaguars, sharks, and grizzly bears inspire plenty of fear. Many of the deadliest animals in the world however are quite small and sometimes even innocuous looking. Mosquito is the World's number 1 Deadliest animal, arguably killing an estimated 725,000 people yearly.

Out of the 3000 mosquito species found in the world and divided among 28 different genera. The fe... See More

world deadliest animals No. 1



mosquito

number of people killed per year : about 750,000

## imagine nigeria without malaria

sleeping inside an insecticide  
treated net can make it possible

We then transitioned into the key campaign by creating the hashtag #MosquitoFreeNigeria. Through this campaign, we were able to spread the message to over 4.8 million people through competitions, online engagements and a call for a pledge. Whilst a total of 814 people pledged to do what it takes to eradicate malaria in Nigeria, the conversation continued to buzz on social media such that #MosquitoFreeNigeria soon became a trending topic.

Through this campaign, we were able to engage the public effectively, with our total impressions across online media platforms totaling almost five million.

Home Notifications Messages

Who to follow · Refresh · View all

Skype @Skype  
Follow

Innocent ujah Idibia @real2...  
Followed by #NdaniSeriesBo...  
Follow

Tumblr @tumblr  
Follow

Find friends

Nigeria Trends · Change

#DeecentWorks  
DONE DEAL  
#CaiseYouDidntKnow  
Nicolas Otamendi  
#MosquitoFreeNigeria  
Falomo  
Kenna  
Mane  
#Intelligence\_By\_nasirl  
United



We also distributed insecticide treated nets across the geo-political zones of Nigeria; especially those with high malaria burdens.

### Combating HIV/AIDS

At the beginning of 2015, a multilateral agreement between Etisalat Nigeria, National Agency for the Control of AIDS (NACA) and the United Nations Joint Programme on HIV/AIDS (UNAIDS) was signed, in line with our commitment to engage international partners to fight Mother-to-Child transmission of HIV. Through SMS messages that encourage HIV testing of all pregnant mothers in Nigeria, as well as facilitating counselling and treatment for pregnant women who are HIV+, we have been able to reach tens of thousands of people nationwide, with many of them calling the NACA call centre to get more information on these. Awareness-generating messages on prevention HIV/AIDS, and prevention of mother-to-child transmission (PMTCT) of these infections, coupled with the NACA call centre toll-free number (6222); were communicated to our subscribers and the general public for counselling and referrals, in 2015.

In 2016, we intend to:

- ▶ Expand the reach of NACA, through enabling them to make two-way communication –inbound and outbound calls to Nigerians in need for expert counseling in the area of HIV/AIDS
- ▶ Continue to provide technical support to the NACA call centre, to ensure the organisation's ability to reach and be reached by Nigerians is not jeopardized.

### M-health initiative on combating maternal and infant mortality in Nigeria

According to a 2014 report, Trends in Maternal Mortality: 1990 – 2013, released by the World Health Organisation (WHO), the UN Population Fund (UNFPA), the World Bank, and the UN Population Division, about 289,000 women worldwide died in 2013 during pregnancy or childbirth, and 62% of those deaths occurred in



sub-Saharan Africa. In the same 2013, the maternal mortality ratio in developing countries was 230 women per 100,000 births to 16 women per 100,000 in developed countries.

In this regard, we have reinforced our commitment to reduce those numbers significantly. Thus, under the Etisalat Maternal Health Platform, we sustained our partnership with InStrat Global Health Solutions to continue to conduct research into the causes of infant and maternal mortality, in order to significantly reduce the rates. Ultimately the research findings will enable us raise awareness and educate expectant mothers on how best to protect themselves and their children from the diseases that often prove fatal.

In addition, we partnered with Traffina Foundation for Maternal Health to reach out to over 600 women, mainly pregnant mothers drawn from six states of Edo, Delta, Cross River, Imo, Anambra and Enugu, and provide them with delivery kits that ensure safe, healthy delivery for both mother and child.

In 2016, we intend to:

- ▶ Expand on our commitment to more states within the country to provide more delivery kits that ensure safe, healthy delivery
- ▶ Provide more technology equipment that will significantly mortality rates
- ▶ Seek collaboration with states active in the support of maternal and infant health through the supply of high-end equipment that will further retrieve significant data for research into the causes of infant and maternal mortality.



## Environment

### World Environment Day Awareness

In 2015, we celebrated World Environment Day at our adopted secondary school in Lagos – Akande Dahunsi Junior and Senior Memorial High Schools, and with the contestants and judges of Nigerian Idol. While we ran a competition in the schools that pushed the students to create innovative solutions to global warming and climate change issues faced by Nigeria, the Nigerian idol judges and contestants were given a challenge to record a video on how they would hope to save the planet. This served to raise public awareness on the need to be mindful of our environment and take active steps to take proper care of it.

Our employees were also engaged through quizzes and competitions that raised awareness and proffered solutions on some of the issues we face as a business in the area of environmental preservation.

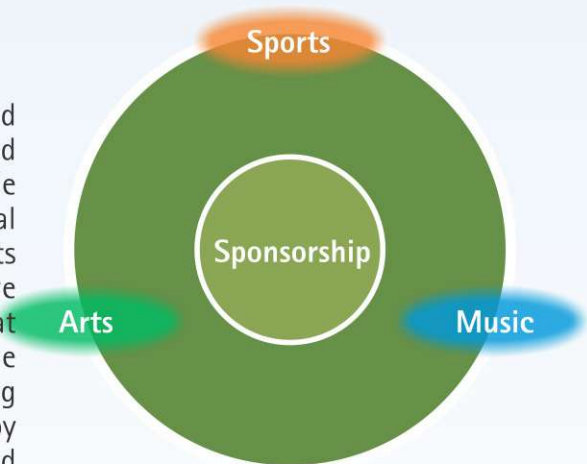


Figure 18: Our Sponsorship platforms

## Our Sponsorship Platforms

### Consumer Segment

#### Nigerian Idol

The 5<sup>th</sup> and final season of the hit show Nigerian Idol certainly lived up to expectations. The 5-year journey brought us to a point where we could look back and say that truly, we raised the bar for musical talent in Nigeria. More importantly, some of our greatest joys from the show were the stories of those who now believe in themselves because we presented a stage for them to sing.

The Nigerian Idol Season 5 auditions were held in Benin, Abuja, Port-Harcourt, Ibadan and Lagos. In a bid to create economic value, we recruited residents in each city to assist during auditions, and to create an inclusive and welcoming environment.

The emerged winner got a brand new SUV, cash prize of N7.5 million and a recording deal with Universal Music Company. The first runner-up, received a cash prize of N1.5 million and a brand new Hyundai car, while the second



runner up got N1 million. This has been our practice for 5 years.

#### **Under-15 Championship**

The Under-15 Cup in partnership with FC Barcelona gained national status in 2015. With the introduction of more schools from other parts of the country, amounting to a minimum of 30, the competition has evolved to run at state, regional and national levels. The final winners were rewarded with N50,000 education bursary each, amongst other prizes; while the schools won one million naira per school. This was done in partnership with Nigerian Sports Federation which operates under the Ministry of Education.

#### **Cliqfest Football**

At Etisalat Nigeria, we believe in the power of sports to foster unity. In 2015, we leveraged on our partnership with FC Barcelona to enrich the CliqFest programme, making it more attractive to players and to schools. 4 teams within a school were therefore given the opportunity to compete for phones, goody bags, a trophy, and other souvenirs.

In these 16 campuses across Nigeria, we give out a brand new car to one student, and also hire temporary sales canvassers and ushers to join our agency team for a period of 15 days, which represents to us a form of capacity building. CliqFest is open to all students regardless of whether they subscribe to Etisalat, and we also raise awareness of our products and services

#### **Etisalat Prize For Literature**

In its 3rd year, the Etisalat Prize for

Literature - the first ever Pan-African prize that celebrates debut fiction books by African authors - witnessed other firsts, with a French-speaking author emerging as the winner. Fitson Mwanza Mujila was announced winner for his very first novel, *Tram 83*, and was awarded with £15,000 cheque, an engraved Montblanc Meisterstück and an iPhone 6S. He will also have the opportunity to attend the Etisalat Fellowship, worth £13,000, at the prestigious University of East Anglia, United Kingdom, under the mentorship of Professor Giles Foden.

In line with our vision of promoting up and coming writers, Etisalat Nigeria will also sponsor a book tour to three African cities.

In order to promote the publishing industry at large Etisalat Nigeria will also purchase 1000 copies of shortlisted books for donation to schools, book clubs and libraries across Africa.

#### **Etisalat Pan-african Prize For Innovation**

The Etisalat Prize for Innovation is a reflection of our commitment to nurturing talents and promoting creativity that will have invaluable impacts on individuals and organisations. We make painstaking effort to ensure that the winners of both categories are truly deserving of the prize. In 2015, Obi Brown and Chijioke Ezegbo, were declared winners in the categories of *Most Innovative Product and Service*, and *Most Innovative Creative Idea*, respectively. Obi Brown created an application called *Study Lab Math*, a repository of

over 1,300 videos solving Math problems in over 49 topics in the NERDC curriculum for senior secondary school students. The problems are solved by a team of Math teachers led by WAEC Chief Examiner. Ezegbo created a Dedicated Traffic Mapping Device (DTMD) – a GPRS enabled traffic navigation device with voice over interface to help users navigate their way through traffic by accessing real-time traffic data and suggesting shorter or alternate routes.

Our passion for innovation is at the core of everything we do, and with its increasing relevance, Nigeria needs innovators whose ideas and products can drive development and help people live as they should. As stated by our CEO, Matthew Willsher at the Award Ceremony, "We at Etisalat Nigeria are glad to provide a platform to mobilise the nation's teeming crop of young and undiscovered innovators to impact all areas of the society."

### **Business Segment**

#### **Market Access Nigeria For Small And Medium Enterprises (SMES)**

In partnership with the Enterprise Development Centre (EDC) of the Pan-Atlantic University and the Minister of Trade and Investment, Etisalat Nigeria participated in the Market Access Nigeria for SMEs for the fourth year running to provide networking opportunities along their value chain. We bring together members of the private and public sector (especially policy makers) to meet with these entrepreneurs and shed some light on what stakeholder really want to know before they invest. In 2015 the focus was on using technology to access the market with emphasis on social media and online marketing, and was held in Abuja, Port Harcourt and Lagos.

#### **Easy Business Millionaires Hunt**

The Millionaire's Hunt is another of our initiatives born out of the desire to promote innovation and entrepreneurship in Nigeria. We partner with the EDC to train and mentor candidates based on their wealth of experience and their alignment with you vision. In 2015, we engaged them more extensively than in previous years, allowing a short list of 15 entrepreneurs to be sent to them for evaluation and selection of the final 10.

The final 10 were then given the opportunity to undergo extensive training and mentorship from the EDC faculty based on their customised modules, before empowering them with the start-up tools they would need.





# committed to responsible growth and sustainable development through the years

The last quarter of 2015 saw the introduction of the Sustainable Development Goals (SDGs), set to ride on the momentum of the Millennium Development Goals (MDGs), while incorporating new realities, and to further promote the need for collective action especially within the corporate sector to tackle global problems. Following from the eight (8) MDGs, the SDGs which comprise 17 goals are designed to accommodate the three core components of sustainable development – people, planet and profit – in all equal parts.

Over the years, at Etisalat Nigeria, we have consciously designed our business strategy to reflect our shared commitment with the ideals and guiding principles of the United Nations. Steered by this framework, we are impassioned by our close fit with relevant sustainability metrics in line with the SDGs.

When preparing our report, we looked retrospectively at our operations across the entire business with the singular aim of determining our contributions to the achievement of the MDGs, and to the SDGs, with a view to mapping out a course of action to deliver on the SDGs.



## Ending poverty in all its forms

At Etisalat Nigeria, we recognise that we occupy a position through which we are able to empower members of different classes of society to boost their productivity, and consequently achieve financial stability. We have therefore focused many of our social investments on empowering people to better themselves and attain financial independence that will allow them to thrive. Through skill acquisition programs focused on youth, we have successfully trained women and youth in our host communities to achieve self-sufficiency and hope to increase our reach in coming years.



## Ensuring healthy lives & promoting well-being at all ages

Improving the quality of life of Nigerians is priority for us at Etisalat Nigeria. Through our m-health programme, we are battling the scourge of malaria and HIV/AIDS, facilitating the provision of excellent health care to pregnant women across Nigeria, and working with dedicated implementation partners to reduce to the barest minimum mortality rates of Nigerian infants and mothers. Driven by the objective of ensuring safe delivery for mother and

child, we make concerted efforts to encourage healthy habits in our host communities.



### Ensuring inclusive & equitable quality education, and promoting life-long opportunities for all

The telecommunications industry is rife with potential for massive growth and development. To properly harness the value within, Etisalat Nigeria is raising a cadre of professionals – through the Etisalat Telecommunications Engineering Postgraduate Programme (ETEPP) – who are being equipped with the requisite expertise to make notable advancements in the industry. In addition to improving the quality of education at tertiary level, Etisalat Nigeria also has under its wings, a number of primary and secondary adopted schools which are continually being improved to create more robust and effective learning experiences for their students.



### Achieve gender equality and empower all women and girls

We are firm believers of the need for equal opportunities to enjoy real growth and development first as an organisation, and then as a nation. Tackling this situation from the grassroots, Etisalat Nigeria has shown our dedication to improving the levels of female literacy in the most vulnerable part of Nigeria, the North, by adopting our first girls only school in 2015 – Government Girls' College, Dala. In addition, we have worked with the Working to Advance STEM Education for African Women Foundation (WAAWF) to sponsor science camps for girls to spur their interest in pursuing careers in advanced science and technology.

Looking inward, in light of the increasing need to accommodate the domestic responsibilities of members of our staff – especially female employees, we revised a number of leave policies to allow female staff to spend more time with their families while being assured of their place at Etisalat Nigeria upon their return.



### Promoting peaceful & inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable and inclusive institutions at all levels

At Etisalat Nigeria, we are committed to fulfilling our responsibility to our host communities. As a responsible corporate citizen, we strive to meet the needs of and maintain the peace



within our host communities through social investments that foster sustainable and value-driven development. In light of this, we partnered with EIE Nigeria – an NGO focused on promoting good governance – during the 2015 elections to promote a peaceful, free and fair election by providing the necessary information on registration, and the need to exercise voting rights to our entire customer base.



### **Planet** **Taking urgent action to combat climate change and its impacts**

Over the years, we have made increasing efforts to reduce the impacts of our activities on the environment. Consequently, we maintain our operations within reasonable limits and in compliance with local and international laws. In 2015, we were more proactive in our approach to environmental management through focused awareness campaigns at our adopted schools, conducted in celebration of World Environment Day, as well as managing our energy consumption by operating our equipment and sites in a sustainable manner.



### **Strengthening the means of implementation and revitalizing the global partnership for sustainable development**

At Etisalat Nigeria, we are firm believers that we can go farther and do better if we take on the journey teamed with key partners. We, therefore, solidified existing partnerships for development in 2015, and formed new alliances to achieve the maximum impact possible. With this approach, we were able to increase the level of financial inclusion in Nigeria, reach more pregnant women with the prenatal care they need, drive digital inclusion, and also groom thriving businesses through our entrepreneurship-focused initiatives.

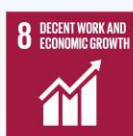


### **Build resilient infrastructure, promote sustainable industrialization and foster innovation**

Etisalat Nigeria is working to position itself as the Telco of choice in all ramifications. Our actions are therefore aimed at driving progressive and sustainable development within the industry by building capacity from within. We have therefore engaged partners like the Plymouth University UK, and made solid investments in the Etisalat Academy and IEEE online resources to drive research, technology development and innovation within Nigeria.

From finding and grooming entrepreneurs through the Prize for Innovation, to establishing community centres where underserved

communities can gain access to a wide range of educational applications through our Hello Hubs partnership, our efforts are aimed at shaping the future of the industry through focused knowledge transfer; in a bid to significantly increase access to information and communications technology and to provide an 'all inclusive' universal access to the internet.



### Profit

#### **Promoting sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all**

At Etisalat, we are driven by a passion for excellence and innovation as reflected in our core values. As such, we constantly strive to provide better products and services in the most innovative way possible to efficiently make good use of scarce resources to satisfy unlimited wants and create real value for all our stakeholders. We are also committed to growing the economy by providing a platform and mentorship for other entrepreneurs to achieve commercial viability through our Market Access and Easy Millionaire's Hunt. Furthermore, we strive to remain the employer of choice. With employee pride & satisfaction at the fore of our commitment to employees, we ensure that our labour practices are in strict compliance with both local laws and international standards.



### Ensure sustainable consumption and production patterns

In pursuing progressive thought leadership in the industry, we have dedicated resources towards providing eco-friendly and innovative products and services that our customers can enjoy. With our eco SIMs cards, we have successfully cut in half the amount of plastic waste used for the production of a SIM card by using 50% less plastic. More so, the environmental footprint of this SIM card is half of that generated by the classic SIM card, from 16g of CO2 to 8g of CO2 generated per card.

2015 has indeed been a year of responsible and organic growth for us at Etisalat Nigeria. This is because we make it a practice to look inwards at our business strategy with the singular aim of enhancing our operations to meet and exceed industry standards both home and abroad. In this same vein, in 2016, we will reiterate our commitment to continued sustainable development by pursuing the achievement of the SDGs with matched dedication and focus.





# external review committee statement

## Background

During the course of drafting our second sustainability report, we retained CSR-in-Action, a Licensed Certification Partner of the AccountAbility Assurance Standard, to establish an External Review Committee (ERC) to evaluate the reliability and relevance of the information disclosed in our 2015 Sustainability Report, and to highlight areas of improvement for the future. The members of the committee were chosen on the following basis:

- ▶ their wealth of knowledge in their respective fields;
- ▶ their record of experience in the local context in which Etisalat Nigeria operates;
- ▶ their cross-representation of both local and international organisations, ensuring a global perspective of issues raised, and;
- ▶ their capacity to work independently and voluntarily, without recourse to remuneration.

Being the first of its kind for Etisalat Nigeria, members from the ERC were carefully selected solely for this year's report with the hope that we will continue to build on this relationship in years to come.

## Objectives of the engagement

The objectives of the engagement were:

- ▶ to critically assess the content of Etisalat Nigeria's 2015 Sustainability Report;
- ▶ to evaluate the quality of its activities and processes;
- ▶ to proffer suggestions on ways to improve sustainability performance, and;
- ▶ to provide valuable contributions to the sustainability framework of Etisalat Nigeria.

## Review process

The committee, which consisted of 5 experts, was convened by CSR-in-Action, with the review exercise spanning two weeks. While members of the committee had no contact with one another during the process, there was online engagement between members of the committee, CSR-in-Action and Etisalat Nigeria to ensure a full grasp of the objectives of the process, and to address concerns of some of the committee members. This resulted in a highly educative process that helped to improve the quality, transparency and credibility of the report and will serve as a guide for Etisalat Nigeria's sustainability journey going forward.

The review exercise was guided by the following questions:

- ▶ has Etisalat Nigeria selected the right topics/focused on the right elements in line with industry standards?
- ▶ has Etisalat Nigeria provided sufficient information to address the identified issues?
- ▶ is Etisalat Nigeria working in line with established protocol; especially considering the local context and its other key players?
- ▶ how can Etisalat Nigeria improve in the coming years in line with its outlined sustainability strategy?

It is, however, important to note that the review reflects the opinion of the individuals only, and not of the organisations they represent. Furthermore, the committee is not responsible for the verification of performance data within the report.

### Committee members

1. **Professor Kenneth Amaeshi**, Director, Sustainable Business Initiative, University of Edinburgh Business School, UK
2. **Dr Chris Ogbechie**, Director, First Bank Sustainability Centre
3. **Desmond Majekodunmi**, Chairman, LUFASI Park
4. **Peter Lyons**, Community Lead, Telecommunications, World Economic Forum
5. **Mortimer Hope**, Former Head of Africa, GSMA

### ERC Opinion

The External Review Committee expressed delight over the opportunity to be a part of the Sustainability Reporting journey of Etisalat Nigeria.

As Etisalat Nigeria breaks frontiers in Nigeria's technological and communications space, it has clearly recognised that it is imperative to pay attention to the triangular model of sustainability – people, profit and the planet. Furthermore, this has been clearly communicated, making the 2015 Sustainability Report a highly commendable overview of Etisalat's operations in Nigeria.

### Stakeholder Engagement and Materiality

Etisalat Nigeria is certainly off to a great start with its efforts in Sustainability Reporting. It is, however, the opinion of the reviewer that the stakeholder identification and prioritisation methodology needs to be very clear. The extent of inclusivity of stakeholders, the depth of engagement and the priority placed on the issues raised should be clearly articulated to not only showcase the synergy between stakeholders' concerns and their importance to Etisalat Nigeria, but to serve as a platform to measure performance.

Future reports should also focus equally on the impact of stakeholders on Etisalat Nigeria's operations, and the impact that Etisalat Nigeria has on them. This will



lead to an improved account of stakeholders' views and materiality assessment.

### **Social Investments**

Broadly, the reviewer recognises that Etisalat Nigeria focused on issues most critical to its stakeholders, including pricing and tariff, data services and network quality. There is, however, a need for improvement in the clarity of reporting on the organisation's social performance. While the descriptions provided are extensive in showing the breadth of Etisalat Nigeria's social investment and provide insight into leading projects such as the Etisalat Telecommunications Engineering Postgraduate Programme (ETEPP), future reports should be supported by robust indicators and data related to social performance.

It is the opinion of the reviewer that Etisalat Nigeria is working in line with established protocol in the industry by responding to critical needs in health, education and environment. However, premised on the fact that social investments should largely tie into the company's overall business strategy, there are certain initiatives that seem far removed from how Etisalat Nigeria creates value such as the health related work on Malaria. The reviewer would like to see Etisalat Nigeria improve its impacts by further streamlining its impacts and establishing robust sustainability governance mechanisms in the company such as a committee on privacy and data security.

### **Environmental Management**

The reviewer is impressed by the credibility of this report because it localises Nigerian sustainability solutions within international frameworks such as the GRI G4 Sustainability Reporting Guidelines and the Sustainable Development Goals (SDGs). The emphasis on Environmental Impact Assessments (EIAs) for its projects and the renowned Etisalat Prize for Innovation are indeed commendable, with strong potential for sustainable innovation throughout the country.

The reviewer would, however, like to see Etisalat Nigeria adopt a holistic approach that is relatable to everyday Nigerians. For instance, the company can take advantage of the value chain of its SIM cards and ensure that they are produced with more sustainable materials and packaged, stored, transported and distributed in ways that minimise carbon emissions and waste. There is also an opportunity to develop waste management and recycling culture in Etisalat Nigeria's host communities as a means of promoting environmental sustainability.

Another opportunity for Etisalat Nigeria is in the recent effects of climate change and the approach to the fight against malaria. It is important to approach the fight against malaria from a climate change standpoint, especially as malaria is one of Nigeria's most notorious climate-sensitive diseases. Making such scientifically – backed linkages will ensure that environmental challenges are tackled strategically and produce results.

### **Compliance, Ethics & Anti-Corruption**

In the review of Etisalat Nigeria's 2015 Sustainability Report, it is the reviewer's opinion that Nigeria has made a reasonable and good faith assessment of the materially relevant issues in line with industry standards.

There is, however, room for advancement of its work in sustainability by highlighting its strategic commitment to improving resilience to cyber risk. This requires executive, and board-level, strategic leadership, to drive long-term, multi-industry, multinational and multi-stakeholder collaboration, to raise business standards across an interconnected ecosystem. By requiring suppliers' and customers' commitment to improving systemic resilience to cyber risk, Etisalat Nigeria can play an important role in de-risking future digital investments in Nigeria.

### **Quality and Digital Inclusion**

It is the opinion of the reviewer that the Etisalat Nigeria 2015 Sustainability Report is in line with best practice based on the thorough methodology employed in the identification and prioritisation of the 18 material aspects. These material issues clearly reflect the organisation's significant economic, environmental and social impacts, as they influence the assessments and decisions of stakeholders. It is also noteworthy that the report addresses the completeness and balance principles of the GRI framework. Taking into account impacts both within and outside the organisation, the report strikes the right note by identifying positive trends during the reporting year, and placing the necessary emphasis on areas of improvement.

The report does not however present sufficient Key Performance Indicators (KPIs) and time series data for the reader to assess whether Etisalat Nigeria has met its targets and is improving over time. The reviewer would also like to see quantitative information relating to Etisalat Nigeria's efforts in promoting digital inclusion. Indicating the quantity of subscribers that accessed the mobile banking platform, as well as the value created, or number of developers/users on the mobile games platform is crucial to showing Etisalat Nigeria's relevance in the industry.





## **Professor Kenneth Amaeshi**

**Director, Sustainable Business Initiative**

**University of Edinburgh Business School, UK**

PhD (Warwick), MBA (Nottingham), MSc (Hull), PGCE (Cranfield), BPhil (Rome)

Professor Amaeshi holds a Chair in Business and Sustainable Development at the University of Edinburgh, United Kingdom. Following a career in management consultancy, at ReStraL and Phillips Consulting, respectively, he held positions at the Cranfield School of Management and the University of Warwick (Warwick Business School and Warwick Manufacturing Group). He was a Chevening Scholar, a Scholar of the International Centre for Corporate Social Responsibility, University of Nottingham, and a Visiting Scholar at Said Business School, University of Oxford.

Professor Amaeshi has an expert level knowledge of developing and emerging economies. He has an extensive network in Africa and is a Visiting Professor of Strategy and Governance at the Lagos Business School, Nigeria. Besides teaching and researching, Professor Amaeshi works with businesses, NGOs and governments. He leads executive capacity building engagements and consultancy projects in the broad areas of sustainability strategy, leadership, international management, ethics and governance.



## **Dr Chris Ogbechie**

**Director, First Bank**

**Sustainability Centre**

Dr. Chris Ogbechie has a first-class honours degree in mechanical engineering from Manchester University, an MBA from Manchester Business School and a PhD in Business Administration from Brunel Business School in the UK. He has wide experience in marketing, strategy and corporate governance derived from his work as Head of Marketing/Sales at Nestle Nigeria and from his consulting work with international firms over the years. While in Nestle he had wide international exposure in Malaysia, Singapore and Switzerland. He is on the board of several companies, private and public. He is the founding Director of the First Bank Sustainability Centre, Lagos Business

School and Head, Strategy and Entrepreneurship department. He is currently Chairman, Board of Directors, Diamond Bank Plc. He teaches strategy and corporate governance at the Lagos business School and Strathmore Business in Nairobi, Kenya. His current research interests are in strategy in turbulent environments, strategic leadership, board effectiveness, and sustainability. He has published widely.



### **Desmond Majekodunmi** Chairman, LUFASI Park

Desmond Majekodunmi is an electro-acoustic engineer, farmer, documentary film producer. He has been an environmental activist for the past 30 years and his immense passion for nature conservation led him to dedicate 20 hectares of pristine land to forest conservation and protection of endangered species native to the Lekki area. He also serves as a governing council member of the Nigerian Conservation Foundation (NCF) and Nigeria Britain Association (NBA). He is a consultant to A Way Out UK, a trustee of Legacy 1995 Group, chairman of LUFASI Park and chairman of Desco Tourism Developments (DTD).

He has since received several awards for his work in combating climate change and environmental protection including an award from Paschal Dozie, Chairman of MTN & Diamond Bank, the "man of the year award for Environment" from Silverbird Television, appointed as an Eco Ambassador to national German TV Deutsche Welle who in collaboration with Channels TV Nigeria gave him an "eco hero" award.



### **Peter Lyons** Community Lead, Telecommunications, World Economic Forum

As community Lead at the World Economic Forum, Peter's principle responsibility is to convene ICT, government, and cross-industry leaders in order to define and shape the digital ecosystems of the Fourth Industrial Revolution. A critical aspect of this work involves developing the notion of principle-based policy-making and predictable, yet flexible regulation. From 2011 to 2015, Peter was Senior



Director for Middle East and North Africa at the GSMA Association where he advocated for progressive ICT policy, light-touch regulation, and private sector investment in mobile broadband, IoT, and digital identity services. Peter was an equity research analyst on Wall Street from 2006 - 2010 where he covered telecom, media, and technology companies in Latin America and East Asia.



### **Mortimer Hope** Former Director of Africa, GSMA

Between July 2014 and August 2016 Mortimer Hope was Director of Africa at the GSMA, the industry association for mobile operators worldwide. In this role, he provided leadership to the Public Policy team in Africa and coordinated the work of the GSMA Africa office in Nairobi. He was responsible for developing and disseminating GSMA public policy in areas such as spectrum, infrastructure sharing, international mobile roaming, Quality of Service (QoS), taxation and Mobile Financial Services. This involved working with various stakeholders such as operators, regulators, government departments and local industry bodies across Africa.

Before the GSMA he spent ten years at Vodacom where he was responsible for all technical regulatory matters, e.g. frequency spectrum and numbers, for Vodacom South Africa and provided support on these matters to the Vodacom operating companies in Lesotho, Mozambique, Tanzania and Democratic Republic of Congo (DRC).

Mortimer spent almost six years at the telecommunication regulator Independent Communications Authority of South Africa (ICASA) in various engineering management positions. While at ICASA he initiated the MoU between ICASA and the South African Bureau of Standards (SABS) in the field of telecommunication standards and was the first chair of the resulting Technical Committee SABS/ICASA TC80.



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|                                                                    | G4-7                                       | Executive summary                                | 8           |
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### ISO 26000: 2010 clauses

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|                | G4-17                        | Not applicable<br>(confidentiality constraints) |             |
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### ISO 26000: GRI specific disclosures

|                                                                                 | Indicators   |                                                                                                                                                                                   | Page number                                                           |
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|                                                                                 | Category     | Economic                                                                                                                                                                          |                                                                       |
|                                                                                 | Aspect       | Direct Economic Impacts                                                                                                                                                           |                                                                       |
| 6.8.7                                                                           | G4-EC1       | Direct economic value generated and distributed                                                                                                                                   | Digital inclusion as a societal enabler - 44                          |
|                                                                                 | Aspect       | Indirect Economic Impacts                                                                                                                                                         |                                                                       |
| 6.3.9<br>6.6.6<br>6.6.7<br>6.7.8<br>6.8.1 -<br>6.8.2<br>6.8.5<br>6.8.7<br>6.8.9 | G4-EC8       | Significant indirect economic impacts, including the extent of impacts                                                                                                            | Our social investments- 51 - 61                                       |
|                                                                                 | Category     | Environmental                                                                                                                                                                     |                                                                       |
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| 6.5.4                                                                           | G4-EN3       | Energy consumption within the organisation                                                                                                                                        | Environmental management - 36                                         |
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| 6.4.3                                                                           | G4-LA1       | Total number and rates of new employee hires and employee turnover by age group, gender and region                                                                                | Our people - 47                                                       |
|                                                                                 | Aspect       | Occupational health and safety                                                                                                                                                    |                                                                       |
| 6.4.6                                                                           | G4-LA5       | Percentage of total workforce represented in formal joint management- worker health and safety committees that help monitor and advise on occupational health and safety programs | Performance highlights - 8<br>Health and safety - 32                  |
|                                                                                 | Aspect       | Training and Education                                                                                                                                                            |                                                                       |



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| ISO 26000: 2010 clauses           |         | GRI specific disclosures                                                                                                                                                       |                                  |
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| Indicators                        |         | Page number                                                                                                                                                                    |                                  |
| 6.4.7                             | G4-LA9  | Average hours of training per year per employee by gender, and by employee category                                                                                            | Staff performance - 50           |
| 6.4.7                             | G4-LA11 | Percentage of employees receiving regular performance and career development reviews, by gender and by employee category                                                       | Staff performance - 50           |
| 6.2.3<br>6.3.7<br>6.3.10<br>6.4.3 | G4-LA12 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity | Staff performance - 50           |
| Sub-Category                      |         | Society                                                                                                                                                                        |                                  |
| Aspect                            |         | Local communities                                                                                                                                                              |                                  |
| 6.3.9<br>6.6.2<br>6.6.3           | G4-S01  | Percentage of operations with implemented local community engagement, impact assessments, and development programs                                                             | Our social investments - 51 - 59 |
| Aspect                            |         | Anti-corruption                                                                                                                                                                |                                  |
| 6.6.1<br>6.6.2<br>6.6.3           | G4-S03  | Total number and percentage of operations assessed for risks related to corruption and the significant risks identified                                                        | Ehics & anti-corruption - 30     |
| 6.6.1<br>6.6.2<br>6.6.3<br>6.6.6  | G4-S04  | Communication and training on anti-corruption policies and procedures                                                                                                          | Ehics & anti-corruption - 30     |
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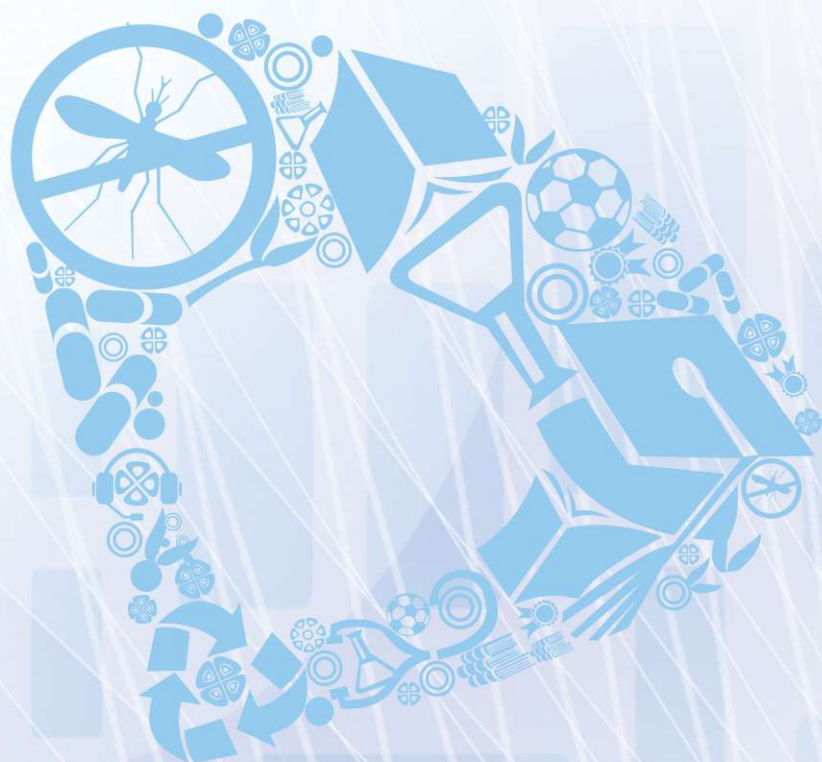
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# abbreviations

|              |                                                              |
|--------------|--------------------------------------------------------------|
| <i>AED</i>   | Automated External Defibrillator                             |
| <i>CAMA</i>  | Corporate Alliance of Malaria for Africa                     |
| <i>CPR</i>   | Cardiopulmonary Resuscitation                                |
| <i>DTMD</i>  | Dedicated Traffic Mapping Device                             |
| <i>EDC</i>   | Enterprise Development Centre                                |
| <i>EMTS</i>  | Emerging Markets Telecommunication Services                  |
| <i>EIA</i>   | Environmental Impact Assessment                              |
| <i>EIE</i>   | EnoughisEnough Nigeria                                       |
| <i>EMS</i>   | Environmental Management Systems                             |
| <i>ESG</i>   | Economic Social and Governance                               |
| <i>ETEPP</i> | Etisalat Telecommunications Engineering Postgraduate Program |
| <i>GGC</i>   | Government Girls College                                     |
| <i>GRI</i>   | Global Reporting Initiative                                  |
| <i>GSM</i>   | Global System for Mobile Communication                       |
| <i>ICT</i>   | Information and Communications Technology                    |
| <i>LEARN</i> | Lagos Empowerment & Resource Network                         |
| <i>LTE</i>   | Long-Term Evolution                                          |
| <i>MDGs</i>  | Millennium Development Goals                                 |
| <i>NACA</i>  | National Agency for the Control of AIDS                      |
| <i>NCC</i>   | Nigerian Communications Commission Foundation                |
| <i>NGO</i>   | Non-Governmental Organisation                                |
| <i>NESG</i>  | Nigerian Economic Summit Group                               |
| <i>NERDC</i> | Nigerian Educational Research and Development council        |
| <i>PMTCT</i> | Prevention of mother-to-child transmission                   |
| <i>SDGs</i>  | Sustainable Development Goals                                |
| <i>SERAs</i> | Sustainability, Enterprise and Responsibility Awards         |
| <i>SMS</i>   | Short Messaging Service                                      |
| <i>STEM</i>  | Science, Technology, Engineering and Mathematics             |
| <i>UNFPA</i> | United Nations Population Fund                               |
| <i>UNGC</i>  | United Nations Global Compact                                |
| <i>WAAW</i>  | Working to Advance STEM Education for African Women          |
| <i>WAEC</i>  | West African Examination Council                             |
| <i>WB</i>    | Whistle Blowing                                              |
| <i>WHO</i>   | World Health Organisation                                    |
| <i>YTD</i>   | Year-to-Date                                                 |



## **ETISALAT NIGERIA**

Head Office Address:  
Plot 19, Zone L,  
Banana Island Ikoyi Lagos.  
[www.etisalat.com.ng](http://www.etisalat.com.ng)

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