

sustaining development through partnerships

&



ETISALAT NIGERIA
2014
sustainability
report



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innovatively impacting education in nigeria

Etisalat is the pioneer of the M.Sc. Course in Telecommunications Engineering in Nigeria, located in Ahmadu Bello University (ABU). It's another ground breaking CSR initiative from Etisalat to further enhance and empower the telecoms industry.



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scope and boundary

Our 2014 Sustainability Report marks the beginning of a new phase in our approach to sustainability as a corporate organization. Through our previous annual reports, we have kept our stakeholders abreast of our commitment to creating value and we continue to improve on our operations to ensure effective contribution to a sustainable economy.

While we have maintained our conformance to the ISO 26000 requirements, this year we have compiled our report 'in accordance' with the Core criteria of the G4 reporting guidelines of the Global Reporting Initiative (GRI). This transition has enabled us to report on the economic, social and environmental impacts that are most important to our operations as determined by our stakeholders - internal and external - from January to December 2014. Thus, you will find this report more enlightening than our previous Corporate Social Responsibility

(CSR) report published in 2014. Going forward, our reports will be referred to as Sustainability Reports, indicative of the depth and breadth of our disclosures.

It is usual practice for us to subject our reports to auditors to validate our claims, and we have always worked with globally reputable organisations. This year, we have engaged Ernst & Young Nigeria to provide assurance for this report in accordance with the ISAE3000.

While the opinions of our stakeholders - internal and external - were duly considered in determining what was deemed material to Etisalat Nigeria, our customers remain paramount to us and our approach to engaging this stakeholder group is a primary focus in this report.

Except otherwise stated, this report focuses specifically on our internal operations in Nigeria only.

navigating the report



innovation

Innovative solutions are captured using this icon throughout the report.

executive summary

Emerging Markets Telecommunication Services (EMTS), trading as Etisalat Nigeria, has come a long way on the journey we embarked on a couple of years ago. In our few years of existence we have experienced unprecedented growth that has catapulted us into the niche of major players. Our 2014 report, therefore, shows what we have accomplished in terms of international and standard practices in the areas of development, learning and growth **and using the in accordance 'Core' option of the Global Reporting Initiative (GRI) G4 framework.**

We have developed key strategies to ensure that we not only remain relevant in this industry, but that we continue to advance to unparalleled heights. At Etisalat Nigeria, our concerns go beyond mere delivery of service to delivering value that all our stakeholders can appreciate. This has led us to the drawing board many times over in order to design action plans which we have then built on with the determination to succeed. In 2014 we were focused on creative ways to engage our stakeholders in order to ensure that our activities were indeed beneficial to them – whether virtually or physically.

In doing so, we were able to determine which issues matter most to these stakeholders and to prioritize them as you will see later in our report. We carefully reviewed these elements in order to position Etisalat as the preferred network of choice for all. The entire process helped us focus on the opportunities that are readily available thus helping us plan for future progress.

In all of our responses to these issues, you will notice a common thread of development, learning and growth which inspired the rest of the report. Where both our internal and external stakeholders are concerned, the main drivers of our operations in 2014 were to build capacity, improve on operations, and constantly strive to be better. These, therefore, informed many decisions that have gone on to have ripple effects that will continue to reverberate through the organisation and produce the desired results.

Contact Us

We have written this report for all our key stakeholders – customers, government/regulators, vendors and employees, investors and media – to provide useful information about our sustainability journey. We will continue to constructively engage on these topics as we traverse along the path of sustainability. We welcome your comments, suggestions and questions as we strive to achieve a balanced approach to business.

Please direct any feedback or inquiries to:

The Manager

Corporate & Social Responsibility

Etisalat Nigeria

Plot 19, Zone L, Banana Island Foreshore Estate, Federal Government Layout, Lagos State, Nigeria.

Email: csr@etisalat.com.ng





It is with great pleasure that I bring to you our Sustainability Report for 2014. It has been a year of tremendous progress and Etisalat Nigeria has grown in leaps and bounds. Since becoming fully functional in 2008, we have shown a steadfast commitment and passion to sustained development through shared value. We have steadily maintained our vision to become a leader in the telecommunications industry through our dedication delivering excellent service and value. As global best practice shows this can only be done in collaboration with all our stakeholders, without whom we would not be where we are today.

Rapid progress

After last year's report, we set targets and goals from the results of our last report and we are proud that the steps we took have already begun to yield positive results. This has proven to us without a doubt that the sustainability model of doing business is the only way to do business.

Whilst we have retained the necessary elements of the ISO Standard of reporting as support, we have adopted the GRI G4 framework to produce a more holistic report, relevant to current happenings in the industry and the world at large. This approach to corporate appraisal has led us this year to critically consider our activities in light of economic, social and environmental processes, in order to facilitate a more definitive approach to the Assurance of our report to ensure the highest level of transparency and accuracy.

Innovation

To properly translate our core values of teamwork, integrity, passion for excellence,



growing our people and empowering our people, we pay utmost care and attention to stakeholder needs. We, therefore, pride ourselves on maintaining a strong bond with our investors; providing top dollar service to our customers; creating mutual trust with our employees; and maintaining a good relationship with our trade partners and suppliers. We have also developed an innovation strategy that prioritizes the needs of customers – present and future – keeping us steps ahead of our contemporaries.

We have ingenious products and services such as the CliqLite tab, our unique data packages with their unique offers, our excellent voice service with the most competitive tariffs, our prestigious CSR flagship programme – the Etisalat Telecommunications Engineering Postgraduate Programme (ETEPP) - and many others. Our strength lies in our ability to break new grounds with an array of services tailor-made to suit our customers' needs, initiatives which are aimed at learning and development, programmes which create positive societal and environmental impact and our healthy work environment that allows our majority indigenous staff to maximize their potential.

Citizens together

Guided by the code of responsible citizenship, we continue to maintain an honest and fair relationship with our vendors, ensuring open lines of communication at all times. We have also paid particular attention to employee diversification, satisfaction and development, recording a remarkable retention rate, increasing our employee engagement and pride considerably, and making sizeable investments in training members of staff as required. At any given time, you will find that we are in compliance with regulations and codes of ethics within the organisation and our operating locations.

We are particularly excited about being asked to join the Nigerian Business Coalition for Sustainable Development (NBCSD), the Nigerian charter of the World Business Council for Sustainable Development (WBCSD), an organisation which has the primary aim of garnering business to lead sustainable development. We began engagement with a pioneer group of leading CEOs in May 2014 and look forward to firming up our relationship in the coming year, 2015.

Sustainable impact

As the years go by, our understanding of sustainability grows and so have our attendant activities. We have incorporated the lessons we have learned over the past 6 years to enrich our triple principled approach – people, planet and profit – to business. This has inspired us to pursue even more partnerships – especially with the government; a crucial partner without whom we would not be able to spread our positive reach into uncharted territories. This has produced results that would have lasting impact on the society specifically in areas of responsible governance, education, health and environment.

One of the most impactful of our initiatives this reporting year was the Ebola Virus Disease containment/awareness initiative where we made notable contributions to collective action and provided phones, SIM cards and airtime towards the Ebola containment fund to drive awareness. Additional effort to respond quickly to the crisis included championing the dissemination of information to the public through sponsored programs on radio. We also applied our competencies to previously initiated programmes because we understand the importance of continuity. Some of these include, the fight malaria initiative, combating HIV/AIDS, and the m-health initiative on combating maternal and infant mortality in Nigeria.

Outlook

As international standards continue to progress, we are confident of a wide pool of resources to tap into in order to consistently raise our standards. With opportunities for training, membership of reputable bodies promoting sustainability, and international and local partnerships to expand our horizon, we are committed to investing in ourselves to be further equipped with the necessary knowledge. These

will enable us keep up with developments, and at the same time encourage forward thinking innovations that plough back into the society.

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We are proud of our accomplishments so far, knowing that we are recognized as a committed local citizen which has delivered real and shared value in our sphere of operations. Having established ourselves in various regions of Africa, the Middle East and Asia, we have consolidated our footprints across Nigeria through good governance, ethics and compliance, education, health, arts and culture and the environment and we will not rest on our oars.



Matthew Willsher
Chief Executive Officer
Etisalat Nigeria

management team



Matthew Willsher
Chief Executive Officer



Abigail Isokpan
Chief Human Resource Officer



Aidevo Odu-Thomas
Company Secretary



Ibrahim Dikko
Vice President, Regulatory
and Corporate Affairs



Olufemi Falola
Director, Internal Audit



Ken Ogujiofor
Vice President, Consumer
Sales and Service



Ndidi Okpaluba
Director, Corporate Quality
and Excellence



Otuyemi Otule
Chief Product and
Information Officer



Olawole Obasunloye
AG. Chief Financial Officer



Muhammad Abubakar
Director, Security



Stephane Beuvelet
Chief Technical Officer



Mohammed Elsisi
Director, Procurement and
Contract Management

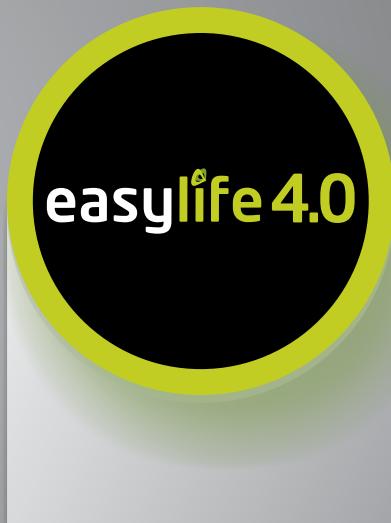


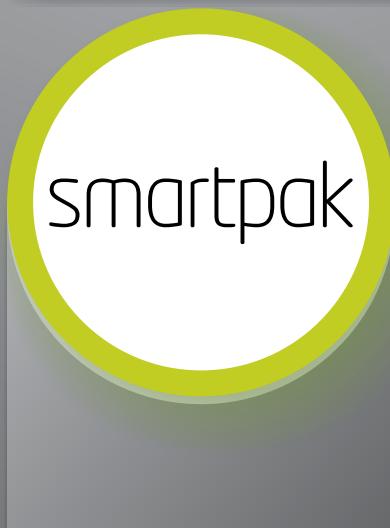
Alex Kamara
Director, Strategy and
Business Development



Francesco Angelone
Chief Marketing Officer

some of our innovative products and services





OUR BUSINESS AT A GLANCE

Established in 2007 as Emerging Markets Telecommunications Services (EMTS), **Etisalat Nigeria**, is the nation's most innovative telecommunication network. We are a world-class telecommunications company providing seamless voice and super-fast broadband services for both personal and business applications; with headquarters in Abu Dhabi, Etisalat has operations in 19 countries across the Middle East, Asia and Africa. Our Nigerian operations commenced after EMTS acquired from the Nigerian Communications Commission a Unified Access Service License and a 2G license to use spectrum in the 900 MHz and 1800 MHz bands in 2007, and a 3G license to offer services with frequencies in the 2.1 GHz band in 2010.

Since our groundbreaking "**0809uchoose**" campaign which marked the beginning of our operations in 2008, our subscriber base has grown to a total of 21,103,749 as at December 2014. We have also made significant progress in service delivery with the launch of our 3.75G network in September 2011.

Performance Highlights

2014 was indeed a year of growth for us, in terms of our internal operations and also in our investments as corporate citizens with the activities of individual teams contributing to the success of our business operations across the country.

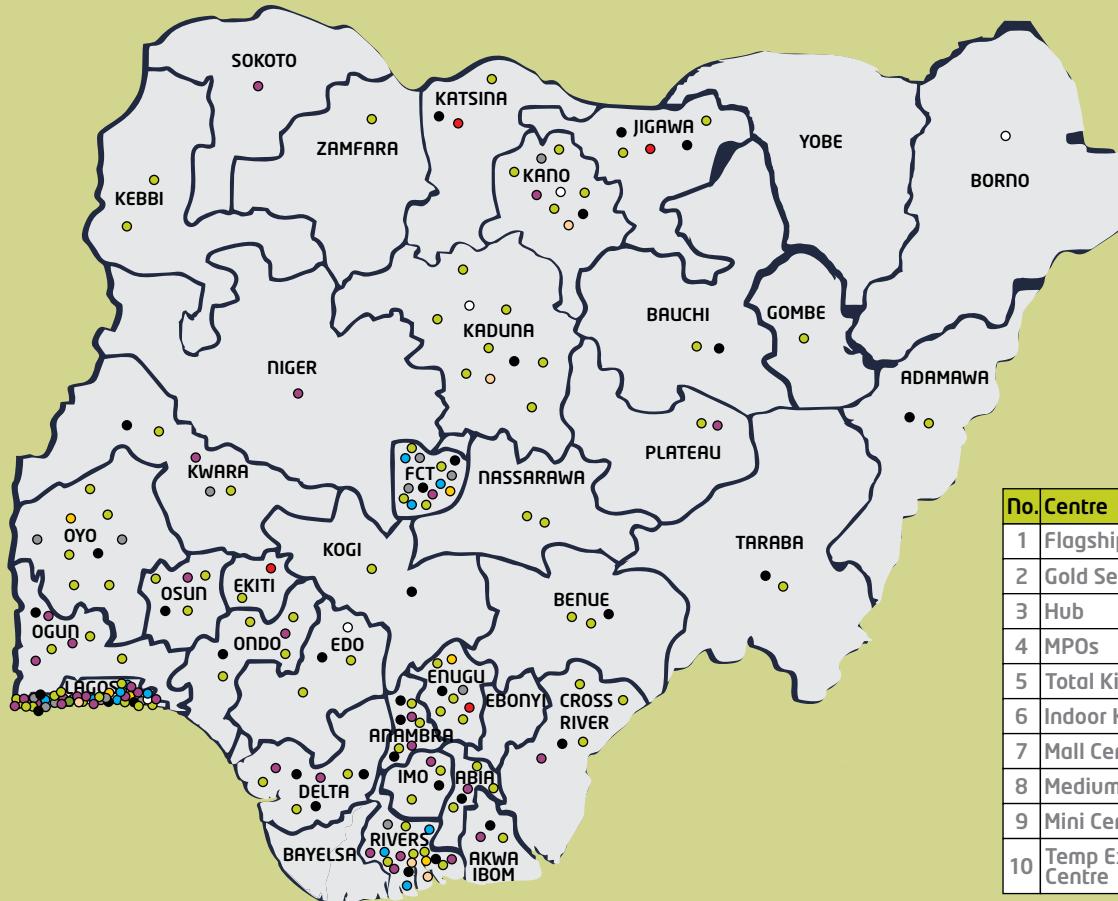
During this reporting year, we were able to identify the people who matter the most and what matters to them. This enabled us to position ourselves strategically to pursue maximum satisfaction for all our stakeholders. We made notable advancements in forging a sustainable path for ourselves, and the result was evident in many ratings both within and outside the organisation, including our customer satisfaction rating.

Furthermore, we were able to capture a holistic picture of the health of our operations which tells the story of where we have come from and presents a path we can continue to walk in.

What We Do

The Etisalat experience is one that encompasses great voice, data, and business support products and services to ensure that our customers find available offerings to meet their needs and their budget; all within the service supply standards; 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. They also enjoy the opportunity of sharing this experience with family and friends by allocating a data allowance to the desired party. Through our wide selection of support that we lend 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 on our diverse portals including chat, Facebook, Twitter and email. We want to hear from our customers and we make the necessary effort to provide the best service without interruption at all times.



VISION



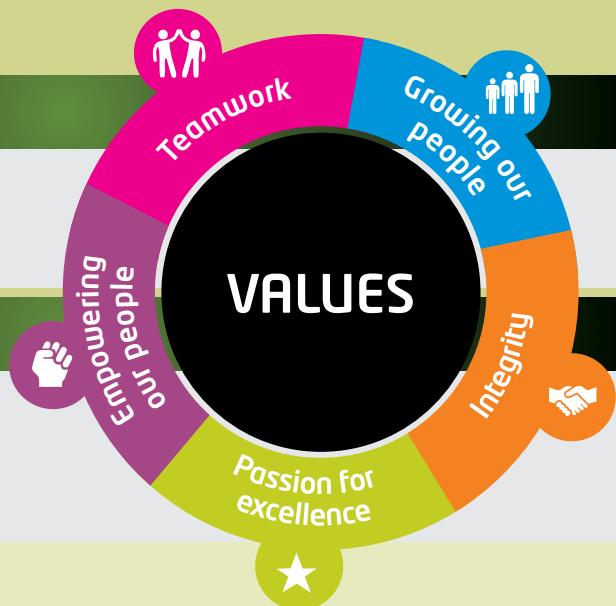
To be the leading and most admired Telecoms Company in Nigeria

MISSION



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

VALUES



Nurturing development, learning and growth is at the heart of our culture and value proposition. Our strategic aspirations – vision and mission – are the foundations upon which we create value for our customers. We envision a world where peoples' reach are not limited by matter or distance; where people will effortlessly stay in touch with family and friends; and where businesses of all sizes can reach new markets without the limitations of distance and travel. We are passionate about creating this future through our innovative products and services.

Awards

**Best Customer Centric Network
in Nigeria (the first ever awarded
to any operator in the country
by the NCC)**

**Best Brand Campaign (Easyflex) -
Nigerian Telecoms award**

**Network with Easiest Access
to Customer Care Helpline**

**Network with Best Quality and
Regular Attendance at NCC
Outreach Programmes**

THESE TWO AWARDS WERE RECEIVED AT THE APRIL EDITION OF THE NCC TELECOMS CONSUMER PARLIAMENT

**Best company in Partnership for
Development - Social Enterprise
and Reporting Awards (SERAs)
2014**

**Youth Empowerment Telecom Operator
of the Year (Nigerian Idol) - Nigerian
Telecoms award**

**The Kalahari Award for "Best
Mobile Money Innovation" -
Easywallet**

**The Kalahari Award for "Best
Industry Collaboration In The
Mobile Money Space in Nigeria"**

BOTH AWARD AWARDS WERE RECEIVED AT THE 4TH MOBILE MONEY EXPO HELD IN FEBRUARY 2014





interview with vice president, regulatory and corporate affairs, etisalat nigeria



In what ways have the values of Etisalat chartered the course for sustained growth in the past year?

Since inception, our values have pervaded what we do with particular emphasis on respect for the individual, customer focus, integrity and innovation. These elements have shown themselves in all our operations and have driven all of what we have done. Coming into the telecommunications arena seven years after the other operators, it seemed a mountain to climb. However, these values enabled us to differentiate ourselves right from the onset, and enabled us to drive our position to where we are today with over 20 million subscribers and counting. In recognizing the need to distinguish ourselves from the pack, we declared that for Etisalat Nigeria, innovation is key, simply because if we did business as usual, we would have struggled and would still be struggling.

So almost from launch we started with things like providing customers with the right to choose any number (customized number) which was previously seen as a privilege. But we demystified the service, and encouraged customers to select their number of choice even before our launch. We also introduced services like 'Home Zone' where customers could choose preferred options and preferential rates for specific times and places where they made most of their calls.

There is a lot that we were the first to pioneer and this certainly gave us a competitive edge.

So you think Etisalat's core values are a specific driver for the future?

Absolutely, especially with regard to integrity; one of the things that you will find with us when we offer you a product or service is that we will go all the way to make sure you get exactly what you bargained for. We aim to build a trusted relationship whether it is with customers who are our subscribers or even with the partners or vendors that we work with. Our passion for excellence also drives the standard of our service

delivery, making us stand out for qualitative products and services.

So what do you think is that stance that differentiates you from the others?

The first mover advantage is usually good for any organisation. In a sense, they don't have to build that social license or trusted partner status, or even go the extra mile to acquire the customer. We had to contend with the challenges of being the 4th entrant, by creating innovative ways to even the playing field with the other TelCos who had the early mover advantage and an impressive 7-year head start.

I remember conducting a market survey on our corporate logo prior to our commencement of commercial operations, and people were not sure of what it represented. Upon commencement of operations, our value proposition had been well placed as our customers had grown accustomed to certain levels of expectations, based on our strong brand introduction that resonated well with the public.

So from the outset, were the youth a strategic focus of Etisalat, or did that just come about as you went along?

We aim to serve every aspect of the population segment, even as we acknowledge the crucial nature of the youth segment. If you look at our demographics here in Nigeria, half our population is under the age of 40 thus they form a critical part of our focus.

However, as the world continues to advance and we have increasing coverage and services nationwide, we continue to serve all segments, tailoring our products and services to meet the unique needs of our customers.

So how has your approach to sustainability progressed since inception?

Being part of a larger group helps us with some of the direction that we have. One of the key things that Etisalat as a group instills in us is being a responsible social citizen. Etisalat is the first

national carrier in the UAE and as you know social welfare is a very big part of the UAE. So for Etisalat [Nigeria], social responsibility is very important to inculcate. The headquarters provides guidance on what they determine as important, and as subsidiaries in Nigeria or Egypt or Ivory Coast, you interpret according to your environment. Because, we are given this free rein in a manner of speaking, you will notice we are very strong around education, health and the environment.

So since 2008, how much more strategic has your approach become?

In 2008, we were a very small operation with less than 100 staff as we were a startup. Now, we have just under 2,000 staff with offices and outlets nationwide, so sustainability certainly has to be a very important part of what we do. What obtains in one community and with one section of the community may not obtain with another. With infrastructure in almost every town, hamlet or city, it is necessary for us to engage individual communities to determine what they really want.

It has, therefore, become more complex over the years as we have tried to tailor what we do around the country.

How has that evolved in terms of your business operations if we were to look into the holistic picture of human rights, labour, environment and anti-corruption?

With such a large workforce we certainly have a lot of responsibilities to the families and the staff that we work with. We do have very detailed codes of governance which we make sure we share and we train our partners in anti-corruption, gift taking, etc. We have very strict rules about ethics, in terms of what I can give and what I can receive from partners. Where the value of such gifts exceeds the permitted limit, and when we have to return them, we do this with a well-written letter from our legal team saying this is the reason why we have to do it. We also have an initiative driven by the CSR team

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called the Re-gift initiative – an initiative designed to encourage our vendors and business partners to donate gifts from festive seasons, which they would otherwise have given to our staff, to select or partner orphanages and NGOs.

We also have an employee volunteering scheme and we send out internal messages communicating what we will be doing, for instance talking to budding entrepreneurs or junior and senior secondary school students on a range of topics. The feedback has been very encouraging with staff members pleased to participate.

There are, however, employees who carry out individual or team responsibility initiatives independently. They come together during festive times take donations to a charity or help out in a local community which we encourage.

And more about Etisalat's social investment?

There is a lot we are doing in the specific areas of education, health and the environment; being the core pillars of our external CSR interventions, as earlier mentioned. These will be fleshed out in detail in this report; here I will like to highlight our flagship program – the Etisalat Telecommunications Engineering Postgraduate Program (ETEP). After 3 years of operation, we decided to start a Telecommunications Engineering Postgraduate Programme because we found out that there was no telecommunications engineering postgraduate course in any university in Nigeria. We supported one of the local universities – Ahmadu Bello University, Zaria (ABU), to start a department with a Masters' degree course in Telecommunications Engineering. We partnered with the University of Plymouth in the United Kingdom and the Etisalat Academy in the UAE that also sends facilitators to the ABU campus, while we take students and teachers over there as well so that we are sustainably building



After 3 years of operation, we decided to start a Telecommunications Engineering Postgraduate Programme because we found out that there was no telecommunications engineering postgraduate course in any university in Nigeria.



capacity of both the trainers and the students.

What plans do you have for changing the playing field with regard to sustainable innovations?

For us, this is simply how we can adapt technology in the society in an interesting way that is creative but in a way that is also sustainable; and so we keep pushing that envelope. We did, for example, get these tablets that are ubiquitous these days; we found a manufacturer then worked with the education board to get the curriculum uploaded at almost no cost and then added connectivity at a very low rate. These tablets are available for students of whatever age. We targeted the young kids so that right from the get-go they are learning using cutting-edge technology. We believe that soon enough, a 5 year old using a tablet would become the norm across social classes.

That is how we think we can be a game changer with e-health, e-money, e-education. There is a lot that you can do as a Telco rather than just providing call making and receiving services.

In fact, what we did at Ahmadu Bello University as part of the ETEPP is that we got one of our technical partners to donate a whole lab of Telecommunication engineering equipment; showcasing our belief in building solid partnerships to drive sustainable impact.

Students from the telecommunications programme also intern with us for a month and build practical knowledge in different areas of specialisation, before they return to the ABU campus in Zaria to round-up their course. We have done this to encourage broad-based capacity building.

Is there a team that works on these innovations?

We have a team that works on these and we share knowledge across the entire operations

such that something interesting being done in Egypt can be adapted to the Nigerian scene rather than reinventing the wheel. For instance, we pioneered the 'Geek Store' with high end devices through which we show people how to utilise the full potential of their device here in Nigeria. The initiative was a success and management in another operating company within the group adopted it.

Why did you embark on the GRI report this year?

As you get to a certain size of operation with global recognition, you are bound to come under a lot of scrutiny. We have other standardized reports, and because we are a responsible organisation, it is a laudable effort to showcase these activities in accordance with international standards to show our commitment to corporate sustainability.

Where do you see Etisalat in the industry in the short to medium term?

We will continue to be a challenger because we will continue to grow. We also hope to remain on the leading edge of technology and innovation by being the best we can be.

engaging our stakeholders



Etisalat Nigeria recognizes eight broad stakeholder groups, five of which we have identified as having the strongest impact on our ability to deliver on our value proposition.



Prioritizing our stakeholders, defining Etisalat's corporate reputation workshop 2014

Name of Stakeholder	Type of Engagement	Feedback
Customers/ Consumers	Regional Customer fora Social media engagement Customer Survey channels, Customer complaint/feedback desks in all our experience centres	Data services - providing affordable internet services to customers Sim issues - relatively shorter sim lifecycles Billing efficiency - enhancing our billing system Product related - difficulties opting out of caller tune service Network quality - the need for improved network quality Customer experience - good feedback, and request for an even better all-round experience for our customers
Regulators Nigerian Communications Commission (NCC)	Letters and emails Stakeholder engagement sessions Consumer parliaments	Consumer affairs and competition Developing guidelines for the industry Registration of promotions
Investors (Represented by the board)	Board meetings	Ethical business practices - ensuring adherence to ethical standards Innovative products and services - ensuring Etisalat Nigeria delivers market driven solutions Social investment - ensuring Etisalat Nigeria gives back to the society, while also endearing the company to its customer base
Employees	Surveys, CEO road-show, Newsletters	Staff engagement - regular feedback on issues that impact on staff welfare, performance and that drive employee ambassadorship Staff performance and management expectations - appraisals and other measures to ensure staff deliver on the Etisalat Value Proposition Employee pride - ensuring employees are happy to be part of the Global Etisalat family
Distributors/ Suppliers	Newsletters, Supplier meetings	Supplier payment - Etisalat Nigeria meets its commitments on payment timelines Suppliers' compliance with guiding ethics code - strict adherence to Etisalat's code on anti-corruption, corruption and compliance

Customer Relations

Our customers are our most valued assets. In an increasingly competitive sector, we remain firm in our resolve to deliver the best customer experience to Nigerians. Through our dedicated channels – experience centres, online support, social media, fora and other channels – we consistently engage our customers with the view of building trust, promoting transparency and delivering value.

As an ISO 9001 certified company, Etisalat Nigeria implements an elaborate Quality Management System (QMS) which contains key policies, tools and measures to ensure that the quality expectations of our customers are adequately met.

Key issues that arose in relation to customer experience during the reporting period include:

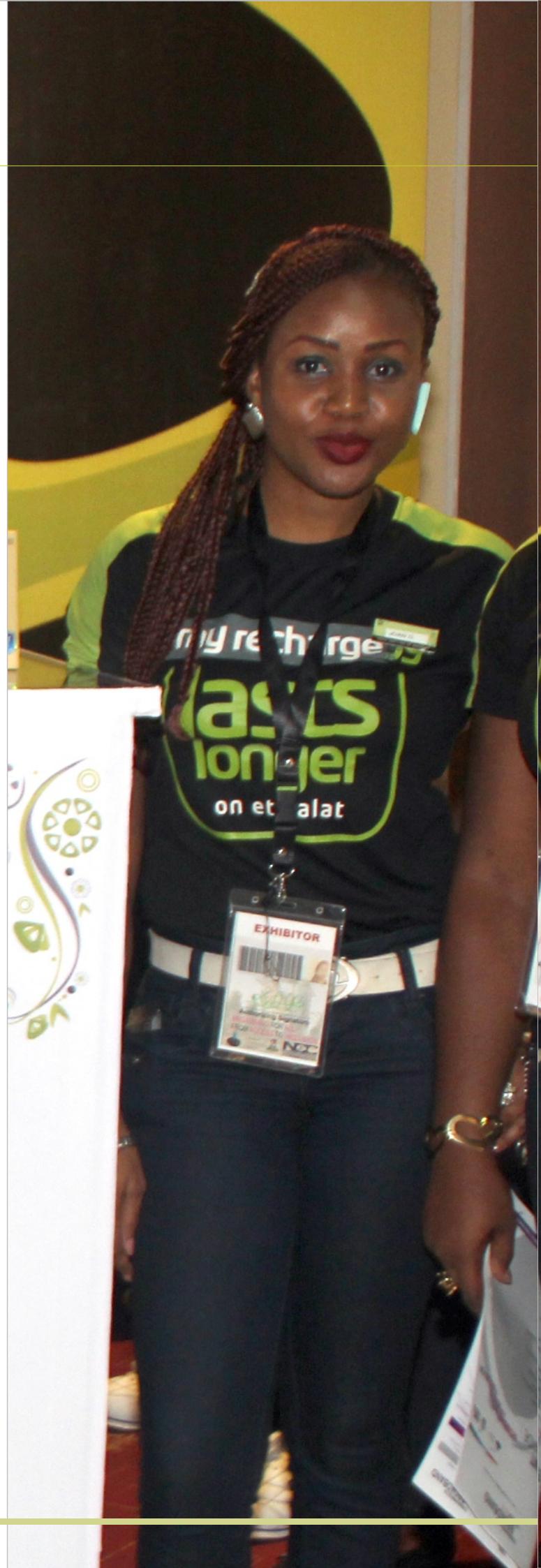
- Billing efficiency
- Customer experience
- Consumer Complaints

Our strategic response

During the reporting period, we established more experience centres across Nigeria, thereby increasing our network of touch points to over two hundred, for the sole purpose of bringing our services and solutions closer to our customers. We will, therefore, continuously ensure that we build on our high standard of service across all customer engagement channels.

Government/Regulators

At Etisalat Nigeria, we work to build enduring relationships with government and regulatory organisations through collaborative initiatives aimed at improving the livelihoods and increasing the productivity of Nigerians through improved telecommunications services and infrastructure. Furthermore, we strive to obey the statutory requirements of our host countries; and because we recognise that companies are formed by





individuals, our Compliance and Ethics Code further enforces strict adherence to the statutory requirements of countries where Etisalat operates.

"All employees of Etisalat Nigeria must always comply with all applicable laws, statutes, bye-laws, edicts, policies and regulations active in all states of Nigeria including the Federal Capital Territory and where applicable, any other country in which Etisalat carries on its business, or any other laws and regulations of that may be applicable to or that may impact our business".
Compliance and Ethics Code, Etisalat Nigeria.

Nigerian Communications Commission (NCC)

The Nigerian Communications Commission is the primary regulatory organisation for telecommunications activities in Nigeria. Over the reporting period, NCC directives on various issues were adhered to and implemented.

Furthermore, we are proud to report that in the year under review, we received no sanctions from the regulator.

Key issues that arose in relation to regulatory affairs during the reporting period include:

- new regulatory policies;
- payment of statutory periodic regulatory fees;
- submission of periodic reports;
- requests for approval of promotions and new tariffs;
- requests for new numbering block;
- registration of promotions, and;
- customer complaints.

Environmental Regulatory Agencies

Etisalat Nigeria adopts a proactive approach to ensure environmental sustainability by closely

monitoring our environmental performance. The Ministry of the Environment, National Environmental Standards & Regulations Enforcement Agency (NESREA) and other state environmental protection agencies which we have the primary responsibility of ensuring the protection of the environment through biodiversity conservation and sustainable management of Nigeria's natural resources, are the primary agencies with which we engage for environmental related issues.

During the reporting year, the boundary of total energy consumed fell within our cell sites and critical cell sites around the country. A total of 22552.625KWH of energy was generated, with this consumption value calculated by using 50% average estimate of the power plant capacity across all the sites; in view of the load variation between peak and off peak periods. We used the standardized formula as follows- Voltage (kV) X Current (Amps, A) X Power Factor (PF) = KW; to compute the conversion rate from generator capacity to consumed energy.

We remain committed to controlling our energy consumption and reducing the company's carbon footprint. We are also working on being an active part of the transition to being an ecological, energy-efficient company that heavily relies on renewable sources of energy, in the coming years.

We have further driven energy reduction across our offices through the use of energy saving products like the ECO series HVAC which features a minimum of 20% reduction in energy utilization, and implemented a company-wide energy consumption reduction initiative for all IT systems as part of our Environmental Management Policy.

While the core of our energy generation mix is primarily generated from diesel powered generators, we have adopted a proactive approach for ensuring effective management in the unfortunate case of a spill through our comprehensive Diesel Spill Policy.

Our strategic response

Our relationship with government and regulatory organisations is crucial to our operations. We will, therefore, not renege on our continuous efforts to build the collaborative partnerships required to effectively deliver high quality telecommunication services to Nigerians within an operating environment which prioritizes fair business practices and upholds transparency, accountability and integrity.

Suppliers and distributors

The telecommunications sector in Nigeria is an ecosystem of individuals, companies, and other key actors, unique in its structure. Our operations are complemented by a plethora of service providers intricately interwoven to create a fully integrated economic mechanism focused on delivering value to the consumers and revenue to the government. In our approach to delivering value, we ensure that our core values of integrity, transparency and accountability are upheld by our business partners. We achieve this through training initiatives to communicate our ethical standards, and policies and procedures implemented to imbibe our ethical standards in business transactions across our supply chain.

Our strategic response

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

Employees

Our success can largely be attributed to the efforts of our highly skilled and competent workforce. Etisalat Nigeria has a tradition of excellence, integrity and adhering to high ethical standards and this is maintained through our employees who work in accordance with our core values of integrity and accountability, enshrined in our Compliance and Ethics Code. With significant presence in every state in Nigeria, we promote traditional diversity in all our

operations.

We are an equal opportunity employer, dedicated to a policy of non-discrimination in employment on any basis, including race, creed, colour, age, sex, religion or national origin, in strict compliance to global human rights and labour conventions. In furtherance to this, we engage all staff in competency-based training and performance evaluation to ensure that our competitive workforce continue to build their capacity. Therefore, during the reporting period, an average of 14 training hours per employee was expended, including training on Etisalat's anti-corruption policies.*

Key issues that arose in relation to our employees during the reporting period:

- Staff welfare;
- Staff engagement;
- Staff performance, and;
- High management expectations.

Our strategic response

We continue to maintain an open door policy to ensure that all members of staff are not only able to air their grievances freely, but are able to receive guidance or mentorship from other members of staff, especially across various levels. Furthermore, we continuously invest in our employees by ensuring their intellectual, emotional and physical welfare.

1

Determining Material Aspects

In defining our material aspects for this report, we adopted an inclusive approach and engaged key stakeholders throughout the year, on matters which influence stakeholder assessments and decisions and significant economic, environmental and social impacts of Etisalat Nigeria, which informed the definition of material aspects to be reported on. The results from the process were then reviewed by our management to ensure that these matters were appropriately prioritized and presented a balanced and complete picture of our

*The formula used in calculating average hours of training per employee is in-line with the definition of G4-LR9 which is the disclosed guideline for preparing the report.

engaging our stakeholders

sustainability performance and our planned strategic responses for implementation in the coming year.

Material Issues

Network quality

- Data services
- Voice services
- Network quality

Customer experience

- Billing
- Customer experience

Our employees

- Staff engagement
- Staff performance

Regulatory affairs

- Compliance with statutory requirements
- Environmental compliance
- Consumer affairs and competition

Our business relationships

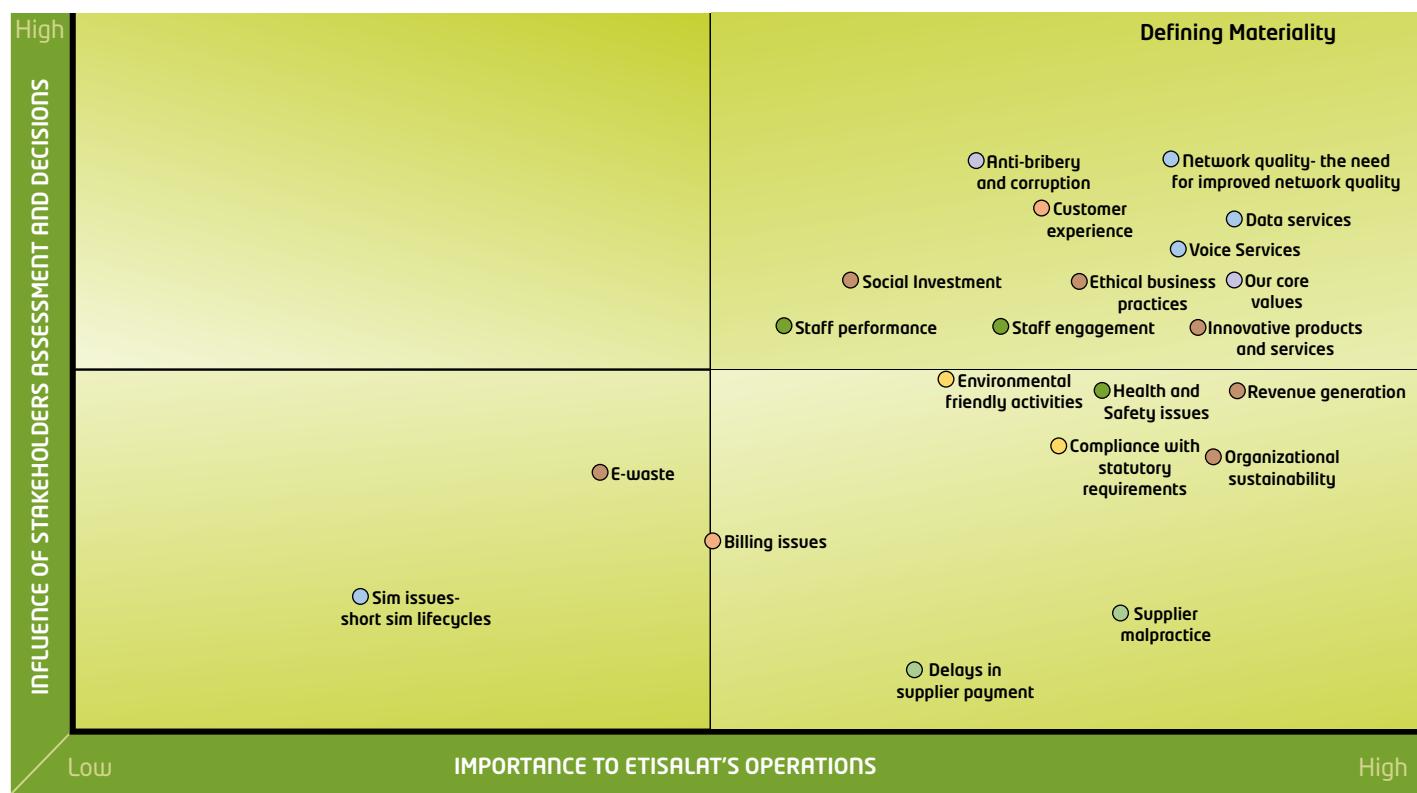
- Supplier payment
- Supplier malpractice

Our core values

- Teamwork
- Growing our people
- Integrity
- Passion for excellence
- Empowering our people

Investors

- Revenue generation
- Ethical business practices
- Organisational sustainability
- Innovative products and services
- Social investment





Data Services

According to globally renowned industry experts, mobile phones are increasingly becoming the primary form of internet access in Nigeria, as in other developing countries. Nigeria already has more than 100 million mobile phone connections and 50 million internet connections in Nigeria, making it the largest mobile internet market in Africa. Conversely, Nigeria still ranks 128th for Internet penetration globally with limited access to high-speed data services undoubtedly being one of the biggest factors slowing Nigeria's internet economy. Broadband services reached only an estimated 0.1 percent of the public in Nigeria compared with 2.5 percent in Algeria and 1.5 percent in South Africa.

We have, therefore, identified this market gap and have made concerted efforts over the years to bridge the divide. Consequently, Etisalat Nigeria is famous for having the fastest data service of the major players in the telecommunications industry; as we offer connectivity using a number of cutting-edge mediums that ensure maximum speed at the highest quality. In 2014, we introduced various data promotions to ensure customers get the best value for their money.



innovation



introducing etisalat smartpaks

Many data customers have a hard time determining how much data they really need. They are often confused as to what volume would be sufficient for their specific consumption behavior. This challenge was the key driver for undertaking a study on the data consumption behavior exhibited by customers on the network. This study revealed the preferences (social networking, chat, video, etc.) of customers with emphasis on time spent and preferred services.

By analyzing the volume of data customers consumed on popular services/apps like Facebook, YouTube and WhatsApp for instance, we were able to determine what service was most important to customers by evaluating the dominant services for categories of customers. This clearly indicated what data means to these customers - not in terms of MB or GB but specific services like Facebook, WhatsApp, Instagram or Twitter.

The response to this analysis was "Smartpaks", an app-based plan that provides customers an easy to understand way of buying data. Customers no longer need to calculate how many GB or MB they need, they only look for the smartpak that guarantees access to their favourite apps for the specific duration they want.

Smartpaks come in 3 launch variants, focusing on popular chat apps; social networks; and video stream content. Customers no longer need to bother about how long their data plan will last as the duration for each Smartpak is guaranteed.

Voice services - the need for improved quality services

Nigeria has been projected to be a top 20 economy by 2030 and communication services are crucial if we will meet this target. We, therefore, recognize the need to provide these services to support Nigeria's growth and development by constantly investing in improving the quality and reach of our voice and data services across the country. Innovation is key to solving Nigeria's telecommunications infrastructure challenge and we strive to deliver innovative solutions at the most competitive prices.



At Etisalat Nigeria, we place a premium on customer satisfaction. We dedicate all our efforts to ensure that our customers experience the best of our offers at every turn. This is why the importance of customer feedback cannot be overemphasized. We have seen that collecting and acting on customer feedback is a proven way to build loyalty and extend the reach of the brand. Consequently, we adopt a deliberate approach to collect this feedback to gain insights into customers' experience and expectations of the brand. These insights are used to further create meaningful experiences that enhance brand loyalty and the adoption of products/services.

Customer satisfaction surveys are one of various enablers which allow us to connect and engage with customers at key points in the customer journey across our defined customer lifecycle. During the reporting period, we paid due attention to customer complaints received by the customer care team and ensured satisfactory resolution of such issues without any escalations to the office of the NCC during the reporting year.



innovation

By embedding the voice of the Customers into our product and service delivery, we have achieved significant improvements in:

- Brand advocacy & loyalty, and;
- Innovative customer engagement.

easy credit and vringo



The Digital Media team has had an exciting year with the launch of several products that have helped demonstrate Etisalat's Customer Centricity and Innovation. In April, Easy Credit was launched to provide Etisalat subscribers with access to advance airtime that can be used to make calls or browse the web. Customers then simply repay when next they recharge. Since launch, the service has been a real hit with customers, with over 5million subscribers taking advantage of the service so far!

In July, the Digital Media Team launched the first ever exciting new video ring tone service, Vringo. Vringo allows subscribers to replace their regular ring tone with a video of their choice. This innovative service has also been backed up with a library of exciting local and international content, covering music, movies, sports, comedy and lots more.

Billing

Our customer surveys revealed that there is a general perception by our customers (and potential consumers) that our data services are generally more expensive than other offerings. We realised these perceptions stemmed from the way our offerings are designed - bundled premium services accompanied with a wide range of complimentary services.

Therefore, in the course of the reporting period, we have ensured that the pricing and structure of our product offerings are redesigned to correct this impression. Furthermore, we have raised

awareness on this issue with our customers to inform them of the changes made to product offerings.

Delivering value for customers



Following the successes achieved in 2014, the business focus in 2015 is implementing a strategic programme to allow Etisalat to gain a single view of the customer, use root-cause analysis to re-engineer processes, and drive positive change for the customers and brand.

enhanced data service usage notification solution



The enhanced service usage notification solution was designed to complement the existing Advice on Charge mediums to inform and advise subscribers on their data usage on the network. The objective is to provide more clarity and transparency on their data usage and experience on our network. It focuses on the following key areas -

- Product data bundle purchase/usage
- Product data bundle depletion
- Tariff changes from bundle to Pay As You Go.

This solution is implemented in two aspects: The VGS Web insert/tool bar and the out of bundle portal re-direction solution. These initiatives were designed to putting our customer's needs and desires first and create a better experience.

"etisalat gives me exactly what i need. quality data"



Overall customer experience what our customers say about us

Etisalat is one of the fastest growing networks in Nigeria. This is not surprising considering our customer-centric approach to doing business. We are, therefore, open to our customers' feedback and we seek it out regularly, through our customer engagement channels. We also take note of customer trends as a means of measuring their faith in us.

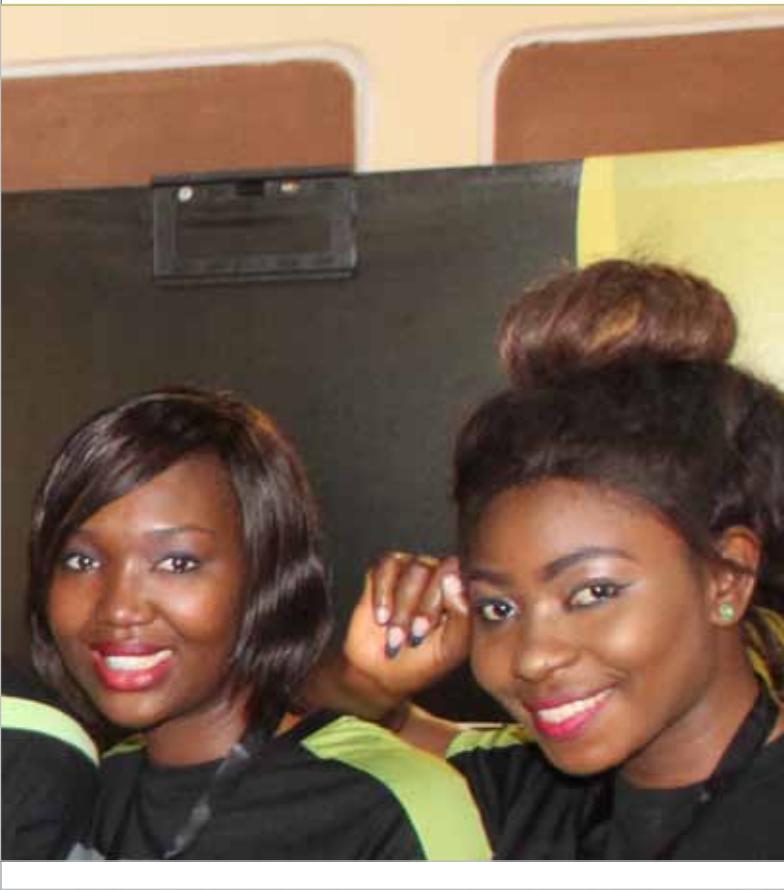
When the possibility of porting from one network to another was birthed, customers expected that service providers would step up their game to retain their customers and to attract others; and this we did. In 2014, we had the highest number of inward porting from other networks, and the least outward porting traffic on average. This served as evidence that our customers are happy with our services to the extent that they would recommend it to other people.

At Etisalat Nigeria, it is not just about getting more customers. We do our best to ensure that the high quality service that attracted these customers is maintained and that they continue to find our service delivery satisfactory.

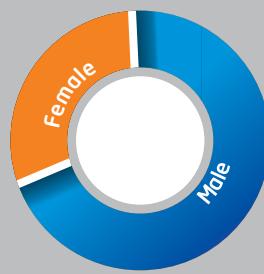
our employees



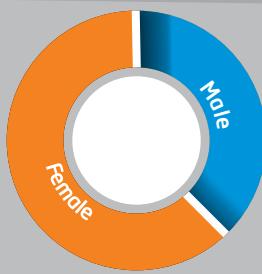
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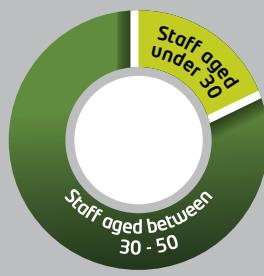
overview



% total staff, by gender



% total new staff
in 2014, by gender



% total staff,
by age group



% total new staff
in 2014, by age group

Our total work force is comprised of 1,907 staff, 56.2% of which are male and 43.8% female. During the reporting period, we had a total of 295 voluntary exits from the service of Etisalat Nigeria. These vacancies were duly filled by 222 new staff; 37.4% female and 62.6% male.

Employee value proposition

Etisalat Nigeria has a unique value proposition hinged on key areas where we focus on establishing well-rounded engagement with our employees, leaving them more than satisfied. We treat our employees as internal customers ensuring that we encourage them with proper incentives and rewards to give the highest value and contributions to our continuous development. We ensure that all our employees imbibe the core values of the organization and these reflect in all assignments and daily operations. We, therefore, create legitimate avenues for employees to imbibe our brand culture and identity of excellence in everything that they do.



Safety champions, occupational health and safety

We prioritize the occupational health and safety of our staff. As a result, we have had a total of 232 in 2014, representing 12.2% of our staff. This joint management health and safety committee helps monitor and advise on

our employees

occupational health and safety programs within our offices. Our Safety Champion scheme is comprised of members of staff from all of our departments, in all our offices - including Directors and C-Level staff that support management in supervising and advising on occupational health and safety programs. Owing to increasing staff interest, the scheme which is entirely voluntary, has achieved an impressive spread of members. We are proud to announce that in all of our buildings, there is at least one Safety Champion on every floor.

Our Safety Champions are equipped with frequent training on emergency response, first aid and health and safety related issues.

What our employees say about us

We adopt a two-way approach with all our stakeholders, including our employees. Therefore, we measure the impact of our investment in our team and the value their performance provides. In 2014, we recorded improved performance across various platforms from 2013. We recorded the highest percentage of growth in the areas of learning, growth and career advancement, and teamwork and collaboration. To us, the significance of this is a testament to the attention that we pay to our employees to improve their capacity and to increase employee pride within the organisation. This has clearly impacted on employee job satisfaction with a 66% rating in 2014.

Furthermore, Etisalat Nigeria conducts surveys that measure how we perform across a wide range of employee related issues. Our surveys are designed to ensure that we obtain the appropriate feedback from our employees to enable continuous improvement and consistency in delivering value.

In our 2014 global survey driven by an independent firm which measured employee satisfaction across 19 indicators, our performance increased across all indicators, demonstrating that our employees showed greater pride in working with Etisalat Nigeria.



To us, the significance of this is a testament to the attention that we pay to our employees to improve their capacity and to increase employee pride within the organisation. This has also clearly impacted on employee job satisfaction, with a 60% rating in 2013 rising to 66% in 2014.





our business relationships

The frequently changing dynamics of the telecommunications sector demands for collaborative business partnerships between companies.

At Etisalat Nigeria, our core value of integrity drives our approach to engaging business partners; we are constantly looking to work with organisations which share our values.

our business relationships

Co-location

The introduction of co-location of masts and other telecommunications infrastructure marked a considerable change in the dynamics of the telecoms sector during the reporting period; and central to the co-location initiative are the service providers. Co-location will significantly reduce the costs required for telecommunications infrastructure thereby increasing the ability of telecommunication companies to roll out of communications infrastructure, and thus reduce the pressure on existing facilities. It will also reduce constraints including those associated with laying of transmission cables. However, this co-location also implies that key economic and environmental impacts have been transferred away from core GSMA companies.

Our culture has been to appropriately educate our business and service partners on our policies and standards with regard to our environmental and social impact. We have, therefore, intimated this with a clear agreement to facilitate adherence to our environmental policies and standards. These are frequently performed through vendor fora, specialised training as well as, procurement processes and policies. Our updated policies will be developed and distributed to all vendors in the 2015.

Vendor payment

We keep an open dialogue system with vendors. This approach ensures that suppliers and distributors can come in at any time to lay out their concerns, after which we can then identify negative and positive impacts. Periodically, vendor fora are organized to obtain feedback.

Ethical business practices

We are guided by our code of conduct and ethics in conducting business. Our approach of conducting ethical business is driven at Board level through an ethics committee.



Fighting corruption and unethical business practices

During the reporting period, we conducted a vulnerability survey of all aspects of our business in a bid to determine potential aspects of our operations which are most vulnerable to corruption and unethical business practices. Key vulnerable areas include Inventory Management, Sales (in our Experience Centres) and Procurement.

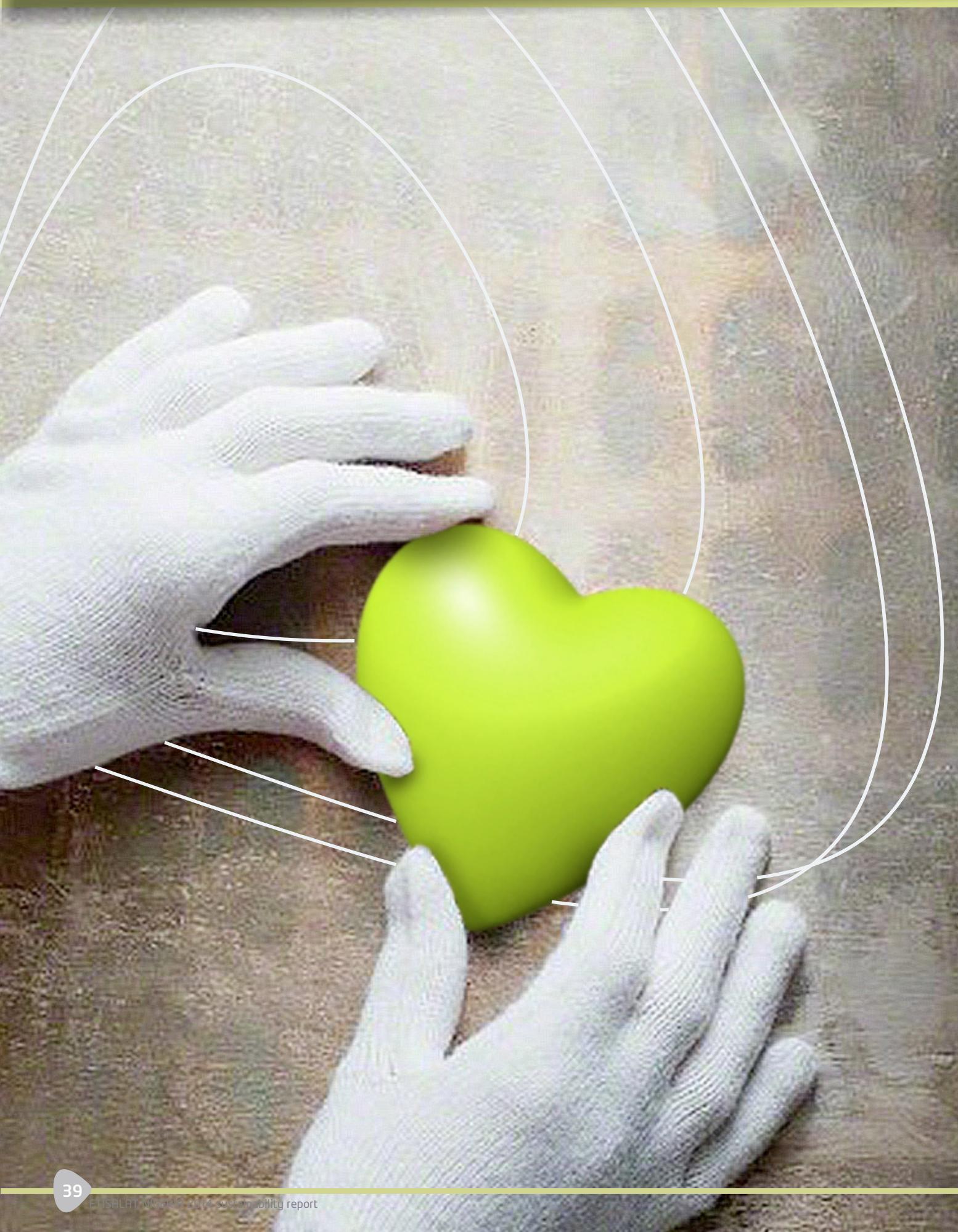
We will continue to promote a whistleblower policy within all areas of the business to reduce susceptibility, and to promote ethical behaviour.

Procurement

Our anti-corruption policy necessitates that we include our Ethics and Compliance booklet in contractual agreements. Our procurement conscientiously sends out communication via email once there are reviews done on any of these policies. Furthermore, for every tender, we have a Standard Instructions and Conditions for Etisalat Tender (SICET) document stating the dos and don'ts for the different levels of supply, and we ensure that we engage 100% of our business partners in this regard. Whenever there is non-compliance, follow up messages are sent.

Going forward, we are looking to build enduring relationships with our vendors, a majority of which are local SMEs. 'Local' in this case implies companies which have major Nigerian ownership. We are also currently investigating the possibility of developing a Local Content Policy which will aid us in growing our relationship further with our local vendors.

our core values



Etisalat Nigeria is strictly guided by a set of values that ensure standardized practice in all that we do. We are firm in our resolve to continually enshrine these values, never shortchanging one for the other, because we believe that our strength lies in this 5-bond chord of:

Teamwork

Our organisation is one which encourages partnerships and knowledge sharing between departments within the organisation. You will often find employees of various levels with all hands on deck on various programmes to ensure that the trusted skills and expertise of every employee produces results that the entire organisation can be proud of. This is why we encourage an open-floor layout in our offices to ensure that there is free flow of interaction as it concerns the job; to keep employees stimulated and inspired.

Integrity

At Etisalat Nigeria, we make promises and we deliver. Our word is our bond and we do not give it without ensuring that we are able to deliver according to the standard that we have set for ourselves. What our stakeholders sign up for is exactly what they get. The importance of our integrity to us is further established by the impact that it has on our operations. The value of trust in an industry such as ours cannot be substituted by anything else so we ensure that whether it is to our customers, the government, our employees, the media, our shareholders and even our vendors, our practices are precisely in line with what we have communicated.

Passion for excellence

We do not believe in half measures. Whatever it is that we set out to do, it is paramount that we do it effectively and efficiently, showcasing the

excellence that we have come to identify ourselves with. This was a major driver in setting up our operations because we didn't just want to join the bandwagon and provide terrible service, but we wanted to differentiate ourselves as a telecommunications company providing true value for money. We have therefore continued to build on this through constant innovation, setting the pace in the industry with a long stream of firsts.

Growing our people

Ours is a country that is as rich in human resources as it is in natural resources. Consequently, Etisalat Nigeria is committed to identifying the potentials for growth that are within our organisation and our society at large and fully harnessing it to the benefit of all. Many success stories have begun with someone choosing to see the potential in someone else and taking a leap of faith to draw it out. We are ready to take that leap of faith and are constantly in search of people who are willing to trust us to do so. We see ourselves as a spring board waiting to propel people to the realization of their dreams and our social investments will continue to tell this story.

Empowering our people

As a responsible corporate citizen, we believe that the responsibility is ours to enable our people to make the right investments in themselves. This informs our decision to lay emphasis on providing an environment enabling the freedom to succeed by encouraging staff to take initiative, take responsibility, and take action. The more we build on the capacity that we have within – the company and the nation – the more we are able to produce commendable results and ensure economic and social advancement.

corporate citizenship at etisalat nigeria



The Vision

To create a sustainable economic and social impact through limitless reach.

The Mission

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.





Our Social Investment Focus Areas

At Etisalat Nigeria we are fully committed to taking our place as responsible citizens and acting accordingly. Over the years, as a good corporate citizen, we have chosen the side of partnership with the government, and for the sake of the community, we enjoy a cordial and mutually beneficial relationship with the society.

As we have established, the government is one of our principal stakeholders and we have therefore adopted a strategy that positions us as solution providers to the government and allows us to enjoy a cordial and mutually beneficial relationship.

In our years of experience, we have found that the positive impact of operations is not complete until there is an evident resulting effect on the society, in addition to our other key stakeholders. We are therefore sensitive to the needs of those in the communities where we have situated our operations. In many of our programmes for the year 2014, we expended every effort to ensure that we did not leave gaps in optimally delivering

benefits to people and communities around our operations.

Our platforms for CSR intervention

The thrust of Etisalat Nigeria's CSR strategy is to align the organisation's business growth strategy with societal goals. For us, CSR represents a complete and wholesome relationship between us and our key stakeholders through sustainable products and services, ethical business practices, minimising our environmental impact, and contributing to the sustainable development of the society utilizing three platforms – Education, Health, and the Environment.

Through proper implementation of the CSR strategy and interventions, we aim to empower people via multi-stakeholder partnerships and sustainable initiatives; whilst also securing the goodwill, engagement and commitment of our stakeholder groups, and the public at large.

education

Overview

Through our CSR initiatives targeted at education, we aim to nurture learning in Nigeria. Our education programs, therefore, foster the learning process, touching on every aspect of formal education in Nigeria, from primary through to tertiary education.

ETEPP

Adopt-A-School

Etisalat Merit Awards

Career Counselling

Teacher Training Program

Highlights: 36 internships, 36 Msc in Telecommunications Engineering, 1300 scholarships awarded to date

Etisalat Telecommunications Engineering Postgraduate program (ETEPP)

ETEPP is our flagship taught master's degree program in Telecommunications Engineering in Nigeria, conducted in partnership with Ahmadu Bello University (ABU) Zaria, Kaduna state, in partnership with Plymouth University, UK; Etisalat Academy, UAE; Huawei; and Nigeria's National Office for Technology Acquisition & Promotion (NOTAP).

Through the ETEPP program, formally launched in May 2013, Etisalat Nigeria develops competence, and builds expertise and local content in the field of Telecommunications Engineering in Nigeria. We envision a future of sustainable economic and social impact through limitless reach, and this programme reinforces our commitment to using our CSR policy, strategy and initiatives to create this future.

Programme Highlights in 2014

In 2014, we sustained delivery of our



commitments under this program to include the:

- continued sponsorship of 4 lecturers from the Ahmadu Bello University undergoing their PHD study at Plymouth University UK;
- support of 18 MSc students in the Telecommunications Engineering Programme;
- hands-on training of MSc students by facilitating visit of Etisalat Academy lecturers to the department in ABU;
- further certification training of the 3 best students at the Etisalat Academy, Abu Dhabi;

- one-month internship for all the students with our technical team in Abuja and;
- full subscription payment to leading e-resources from the Institute of Electrical and Electronic Engineers (IEEE).

These are all designed to ensure attainment of world-class degrees for the course intakes; while developing top local talent to drive the telecommunications industry in the nearest future.

ETEPP in 2015

In 2015 we will be looking to further our commitments under this program by:

- conducting impact assessment and performing tracer studies on this to see how our former beneficiaries have progressed;
- stepping up our efforts in promoting ABU's competency in telecommunications training;
- seeking more partnerships to encourage collaborative efforts in telecoms, at home and abroad, and;
- encouraging increased participation by women.

Adopt-A-School Initiative

We have sustained our 7 year-long partnership with the Lagos State Government for our Adopt-A-School Initiative, under which we have adopted 3 schools for life. For these schools, we have sustained our commitments to provide infrastructure rehabilitation, teacher training, scholarship management, and school specific support services for our adopted schools, Akande Dahunsi Memorial High School, Osborne Road, Ikoyi; Edward Blyden Primary School, Okesuna, Lagos Island; and Rabiatu Thompson Primary School, Surulere.



In 2014, we successfully carried out our upgrade and renovation work in Rabiatu Thompson Memorial Nursery and Primary School and Akande Dahunsi Junior and Senior High School. This included the construction of a security post and living quarters for the security staff, servicing of potable water supply, repair work at the science laboratory and general maintenance.

Adopt-A-School in 2015

Etisalat's 'adoption' of schools means ensuring sustainability through continuous support in the areas of infrastructure development, teacher training, leadership/management and direct student support. For 2015, we will:

- partner with states outside Lagos, and;
- reinforce key elements within the programme including ICT for development and infrastructure.

Etisalat Merit Awards

Through our tertiary scholarship scheme, we reinstated our commitment to nurturing talent in Nigeria by offering Nigerian students the opportunity to secure a grant towards the completion of their studies in Electrical Electronics Engineering, Computer Science and Business Management courses. These students are chosen strictly on merit.

In 2014, we sustained our partnership with 20 Nigerian universities by giving scholarships to the 10 best students in their second and third years of study within the scheme's subject focus areas. While over 1,200 students have been awarded Etisalat Scholarships, a total of 220 grants were made in 2014. The scheme has helped inspire students to continue delivering their best academic performance, and also motivated their colleagues to work harder.

Highlights of 2014

The criterion for selecting the awardees is



academic excellence, as shown by the top 10 students in these courses. However, we have included a 30% indigenous criterion for award recipients. This is in recognition of stakeholder feedback we received during the course of implementation over the years.

Etisalat Merit Awards in 2015

We will continue our efforts to nurture the best talent in Electrical electronics Engineering, Computer science and Business Management across Nigeria. For 2015, we will:

- conduct impact assessment and tracer studies to review our investments for the past 7 years of implementation, and;
- conduct a central award presentation, upholding our commitment to continue bestowing these meritorious awards to Nigerian undergraduates.

Career Counselling Initiative

Our Career Counselling Initiative in partnership with Lagos Empowerment and Resource Network (LEARN) is an internal programme where our employees have the opportunity to fulfil their desire to directly nurture growth and impact positively on the society at large. Through this program which also partners with the Lagos State Universal Basic Education Board (SUBEB), our employees are encouraged to counsel primarily students from our adopted schools on possible career paths and opportunities.

We have held Career Counselling sessions for the students of our adopted schools and other neighbouring public schools. These sessions were facilitated by staff members of Etisalat

who provided direction to the students on career choices, and encouraged the students to work hard to achieve their dreams.

Highlights of 2014

In 2014, through this platform, career counselling was provided to 1,500 secondary school students, bringing the score to a total of over 6000 students who have benefited from these sessions so far.

Career Counselling in 2015

Our employees are very enthusiastic about the potential direct impact of nurturing the younger generation through the career counselling initiative. In light of this we will:

- conduct impact assessment studies to review our investments with the aim of improving impact.

Teacher Training Programme

This initiative, in partnership with the British Council in Nigeria, was designed to re-train teachers of English language in secondary schools across the six geo-political zones of Nigeria. The programme has given the teachers a firmer grasp of the pivotal language they teach, and has equipped them with tested and trusted methods of imparting this knowledge. It has also availed the teachers the opportunity to become 'Cambridge-accredited', by way of a TKT exam at the end of the course, and certificates from the University of Cambridge.

The program has greatly improved the teachers' method of delivery of English language to the students, and importantly addressed positively the gaps recently noticed in the performance of students of English language in Nigeria. The teacher training program is a viable one for improved economic relations with global audiences, majority of which are English speaking, and we will be tackling other important subjects in the coming years.



Overview

Fight Malaria Initiative

Combating HIV/AIDS

Ebola Virus Disease Containment

M-Health Initiatives

Fight Malaria Initiative

In partnership with MalariaNoMore, our campaign against malaria is devoted to controlling the incidence of the malaria disease in Nigeria. At the onset, we implemented this initiative via two vehicles – a radio drama series titled 'The Will to Win', and an Insecticide Treated Nets distribution project. The radio drama series - an engaging, educative and entertaining medium to deliver lessons on controlling the spread of malaria - was broadcast to tens of thousands of listeners across Nigeria. Through the nets distribution project, we have also distributed over ten thousand insecticide treated nets to some of the most vulnerable groups – children, pregnant women, and the elderly.

Our campaign against malaria has also included community engagement approaches such as training and development of leadership skills within schools' communities to inculcate the habit of responsibility as well as establishment of Students Leaders Against Malaria (SLAM) Clubs within the selected schools.

Highlights of 2014

We partnered with Malaria No More and other Multinational partners, to execute a Fight Malaria strategic campaign tagged – Malaria Free Nigeria: Play Your Part. Through this campaign, we educated the general public on simple but effective ways of keeping the malaria scourge at bay; and also proffered ways to seek proper treatment when needed.

Fight Malaria Initiative in 2015

For 2015, we will:

- adopt more innovative approaches to promoting awareness using our social media platforms and ambassadors/celebrities, and;
- build our partnership network, to deliver improved synergistic impact.



etisalat's support to the malaria free nigeria campaign

In 2014, Malaria No More and its partners including the National Malaria Elimination Programme, Exxon Mobil and Etisalat Nigeria launched the Malaria Free Nigeria Campaign to kick off the World Malaria Day Celebrations. The campaign endeavours to elevate the severity of malaria as a public health issue in Nigeria while educating the public on how to protect and treat themselves from the disease—ultimately reducing malaria cases and deaths.

Etisalat's Contribution: Etisalat is the official telecommunications partner to the campaign and its support include but is not limited to the following:

- Regular SMS broadcasts to our subscriber base
- Hypes on Etisalat sponsored radio programs
- Ring Back Tunes
- Social Media Support

To date the campaign has reached over 88 Million Nigerians across the various channels:

Radio: 7.5 Million people across Radio Rivers, AKBC and Rhythm FM reaching about 8 States

Television: 68.5 Million people across AIT, AKBC, RSTV and Silverbird TV reaching about 12 States

Cinema: Over 2 Million people across 5 Silverbird Cinemas in Abuja, Lagos and Port-Harcourt

Ring Back Tunes: 1.5 Million Etisalat subscribers

Newspaper Adverts: Over 300,000 people every quarter

Short Message Service: 7 Million Etisalat subscribers every 2 months

Social Media: The campaign has educated, interacted and engaged over 1 Million social media users across YouTube, Facebook, Twitter and Instagram

Partners: The partners for the campaign include; National Malaria Elimination Programme, Exxon Mobil, Etisalat, Total Nigeria, Radio Rivers, Rivers State Television, Akwa Ibom Broadcasting Corporation, Africa Independent Television, Silverbird Group and Vas2Nets.

Combating HIV/AIDS

We have also boosted awareness on HIV/AIDS in Nigeria and driven its prevention and control, with the provision of a toll-free line for the National Agency for the Control of AIDS (NACA) based National Call Centre on HIV/AIDS and related diseases.

The aim of this project is to provide information, counselling and referral services on HIV/AIDS and improve the overall health status of Nigerians.

Currently, the Call Centre scope includes related diseases e.g. TB, Malaria, Sexually Transmitted Infections (STIs), emerging diseases such as Ebola Virus Disease (EVD) among others. It receives calls and provides information on issues of prevention, treatment, care and support. Specific issues regarding PMTCT (Prevention of Mother-to-Child Transmission) and discordant couples are also addressed. There is also provision of support and motivation for HIV Counselling & Testing (HCT) through the counselling services as well as feedback on the national response from callers.

Highlights of 2014

In 2014 we aggressively drove the dissemination of information on prevention and control of HIV/AIDS via periodic SMS messages to our entire subscriber base. Consequently, tens of thousands of Etisalat subscribers accessed counselling and referral services on HIV/AIDS & Related Diseases.

Combating HIV/AIDS in 2015

Building on our partnership with NACA, we will be looking to partner with international/multilateral organisations to further drive our advocacy and awareness efforts against HIV/AIDS to ensure that:

- Nigerians have comprehensive knowledge on HIV and AIDS by the year 2015;
- young people of 15-24 years adopt appropriate preventive HIV and AIDS related behaviour;
- sexually active adults (including discordant couples and people in concurrent multiple partnerships) access HCT services in an equitable and sustainable way by 2015;
- most at-risk-populations access HIV counselling and testing by 2015, and; people living with HIV/AIDS (PLHIV) have access to Positive Health, Dignity and Prevention (PHDP) interventions by 2015.

Recognizing the need to strengthen the workplace response to HIV and AIDS and reduce negative impact in the workplace we will also be looking to partner international organisations to ensure the protection of our internal stakeholders.

Ebola Virus Disease Containment

2014 witnessed the re-eruption of the Ebola Virus Disease (EVD) on the African continent, especially the West African region. Etisalat Nigeria sprung into prompt action, adopting the following measures to contain its spread:

- Ebola Containment Trust Fund (a Private-Public Partnership): We supported the Fund with the provision of high-end smart phones (jointly provided with OEM



Samsung), as well as data plans and airtime to effectuate contact tracing for data collection and dissemination;

- We partnered with the state governments of Kaduna, Kano and Rivers states, by donating smartphones, airtime, SIM cards and data to facilitate easy communication, toll-free access to relevant information, and data to map potential hot spots of the EVD, with a view to swiftly contain any eruptions of the virus in such locations;
- We partnered with the Nigeria Red Cross Society and the Ministry of Health on an SMS campaign to create more awareness about the EVD and ways to prevent

- it/control its spread. Five waves of these message blasts were sent to our entire subscriber base;
- Our partnership with Red Cross also included radio interviews to disseminate factual information to the general public on Ebola and the strategies for its prevention and containment. This provided a critical element to the success of the EVD fight – the right education on preventing and controlling the disease. The Red Cross medical personnel also fielded questions in interviews conducted in Lagos, Abuja and Port Harcourt, and;
 - We ran social media campaigns using our social media platforms to educate the public and provide facts and preventive measures that could be adopted to avoid being infected.

Ebola Virus Disease Containment in 2015

We remain alert to the continued threat of the return of this disease. In light of this, we have developed an action plan to combat this, and execute preventive measures against the Ebola Disease Virus.

M-Health Initiative on combating maternal and infant mortality in Nigeria

According to UNICEF, Nigeria loses about 2,300 under-five year olds and 145 women of childbearing age every day. This makes the country the second largest contributor to the maternal and infant mortality rate in the world. At Etisalat Nigeria, we established the m-Health Initiative as part of our growing efforts to contribute significantly towards the Millennium Development Goals and eliminate the causes of maternal and infant mortality in Nigeria with mobile technology.

We have sustained our collaboration with InStrat Global Health Solutions for this initiative, and this partnership has resulted in better health service delivery for infant and expectant mothers in the states in which this program has been introduced.

Our strategic partnership with the Private Sector Health Alliance of Nigeria (PSHAN), a collaborative platform of corporate leaders dedicated to expanding access to health services, during the Maternal, New-born and Child Health Week (MNCHW) Campaign has also served as a positive step towards the improvement of quality of care, and



complemented the public sector's efforts in addressing health system challenges in the country.

We supported this program in seven strategic states in the country - Lagos, Kano, Borno, Bauchi, Delta, Imo and Jigawa. Etisalat Nigeria provided free tailored SMS messages and voice recorded messages to the targeted population in these states, and also provided branded merchandise to women and children who were present at the health care facilities during the campaign drive.

Highlights of 2014

We sustained our commitments to this program through the continued distribution of phone lines and data to health care providers, to enable them correctly examine and diagnose conditions that cause maternal and infant mortality.

M-Health in 2015

We will continue to use our voice, SMS and 3G platforms to develop innovative health solutions. In 2015, we will:

- improve our efforts by working with more state governments, and;
- forge more partnerships in the area of maternal and infant mortality in Nigeria.



Supporting innovative healthcare solutions

Etisalat Nigeria partnered with The Qualcomm Incorporated, Vecna Cares Charitable Trust, InStrat Global Health Solutions and Nigeria's National Primary Health Care Development Agency (NPHCDA) and Evidence for Action to develop a wireless, electronic medical record system for clinics. The project was implemented in three states within the NPHCDA and run using Etisalat's 3G internet.

The project will enable NPHCDA midwives record patient data at the point of care, removing the drudgery of paper notebooks and Regional Health Officers travel to the clinics to review the reports for accuracy. Medical data is transmitted wirelessly via Etisalat's 3G mobile network to the CliniPAK central server, which aggregates and synchronizes the data with clinic-based CliniPAK units.

The system supports midwives as they interact with patients by alerting them to risk factors and red flags based on information assembled at the point of care. The system also allows clinicians and midwives to more closely track at-risk patients and make timely, more informed decisions about patient care. In addition, policy leaders at NPHCDA will also have access to the data and use the pilot project to establish the foundation for their entire medical record system.

Overview

We firmly believe in the importance of preserving the environment for its continued use by future generations. As such, we seek to adopt sustainable and environmentally-friendly practices, both internally and externally.

Beyond our eco-friendly products and services, we are partnering with reputable institutions, organizations, as well as government bodies for driving our environment-friendly green initiatives. Our partnership efforts are generally geared towards mitigating the effects of climate change as well as ensuring a sustainable environment.



Eco-Friendly Sim Cards

World Environment Day Awareness

Eco-Sim Cards

As part of our efforts in providing eco-friendly and sustainable products and services, Etisalat partners with Oberthur to produce innovative and climate-protecting SIM packs called eco-SIMs. The new cards have effectively cut in half the amount of plastic waste used for the production of a SIM card. Manufactured with 50% less plastic, the environmental footprint of this new SIM card is one half of that generated by the classic SIM card, from 16g of CO₂ to 8g of CO₂ generated per card. This is because the new format uses half the quantity of plastic for production, thus reducing waste generation.

The objective is to reduce the environmental impact of eco-SIM cards from production to client delivery. The customers receive the new SIM cards in an environmentally-friendly envelope (made of natural, non-treated, non-bleached fibers, a paper window, aqueous ink and glue without solvent). The paper used for the letter accompanying the card is made of 100% recycled fibers and is printed with vegetable-based inks.

World Environment Day Awareness

In 2014, owing to our commitment to this global campaign, we organized a day-long tree planting campaign at one of our adopted schools. The objective of this campaign was to engage our future leaders around protecting and caring for the environment.

In order to provide a solid platform to promote our efforts, our Nigerian idol contestants played a critical role in making this project a success.

We will continue to lend our voice and collective efforts towards sustaining environmental stewardship around our host communities and business operations.

World Environment Day in 2015

- We will step up our campaign efforts by inviting our brand ambassadors to join our cause, and;
- In furtherance to stepping up our campaign efforts to commemorate this day, we will use our social media platforms to reach a wider range of our external stakeholders for this purpose.



our sponsorship platforms



overview

Consumer Segment



Nigerian Idol is a music reality TV show that is aimed at contributing to the development of the indigenous music industry by discovering young music talent. Through the platform, young people get opportunities to launch their music career and groom their skills and at the same time, we get to bring a little entertainment to the mass public. For our customers (particularly the youth), Nigerian Idol provides the forum for direct brand interaction across various key touch points (Auditions, Theatre Shows, Gala Shows, Eviction Parties & Grand Finale) while it serves as an effective recruitment tool for non-Etisalat customers.

Nigerian Idol has a massive impact on over 25,000 youth through direct activations and at



least 20 million customers through media leverage activities.

Etisalat also uses the 'Idol' initiative to promote other social and environmental causes. For instance, the participants of the competition went on a tree planting exercise in one of our adopted schools during the reporting year.



Partnership with FC Barcelona

We are always interested in partnerships with establishments with whom we share a common vision. In 2011, we signed a 6-year contract with FC Barcelona because we are as passionate about their vision – excellence in everything they do – as they are. A thread running through both organisations is the drive for success - FC Barcelona showcases this through their victories and in their efforts to be the best; while for us at Etisalat Nigeria, this is communicated through our innovation and the quality of services that we provide.

Earlier on, this partnership involved running campaigns for the team whenever they had big matches. However, in recent times, we have been able to channel this partnership into activities that have made real impact in local communities in Nigeria, such as our Under-17 Championship.

FC Barcelona Under-17 Championship

Etisalat FC Barcelona School Cup is a leveraging platform created to optimize the FC Barcelona partnership through a grassroots competition

focused on discovering young football talent.

The maiden edition featured the participation of 16 secondary schools with over 8,000 students activated. The winning School teams received educational bursaries while each school received gift items ranging from desktop computers and sports equipment while the winning school was sponsored on a trip to compete with UAE Al Yasmina School, United Arab Emirates.

Cliqfest Football

Etisalat Cliqfest football activation is an experiential platform carried out in tertiary institutions in order to connect to our youth customers through the universal language of football.

The football matches create awareness of the Etisalat Barcelona partnership and optimize the platform to provide a premium Etisalat-Barcelona football experience to the key target audience. Every year, the Cliqfest Football activation takes place in at least 12 higher institutions with a direct participation of over 300 student football teams in at least 36 football matches. The football activation reaches at least 5,000 football fans per institution.

Governor's Cup

We went beyond the local community for this competition by inviting and hosting over 40 players from different continents to play the grand finale of the three-week tennis tournament in Lagos, and the winner walked away with a grand prize of \$80 000.

Throughout their stay in Nigeria, they were furnished with Etisalat sim cards so they could enjoy our services and stay in touch with their loved ones from their respective home countries at all times.

Cliqhub

We have a burning passion for education at all levels at Etisalat Nigeria. Consequently, many of our innovations are aimed at increasing the learning capacity of students in Nigeria in as many ways as we can, and CliqHub is one of those many ways.

CliqHub is a platform through which we engage students of public universities in healthy competition against one another. The winners who emerge are then given access to wireless internet access for a limited number of hours to reduce the financial burden of purchasing data to research on projects, assignments, and other academic related initiatives.

Highlights of 2014

During the reporting year, CliqHub visited the following universities:

- University of Lagos, Akoka, Lagos;
- Rivers State University of Science & Technology;
- University of Port Harcourt, and;
- Ahmadu Bello University, Zaria.

CliqHub in 2015

CliqHub will be established in more campuses across Nigeria. We are also looking to engage and empower more students by introducing CliqHub student ambassadors on university campuses.





Etisalat Prize for Literature

In the spirit of nurturing talent and growing our people, we introduced the Etisalat Prize for Literature - the first ever pan-African prize celebrating first time writers of published fiction. The Prize serves as a platform for the discovery of new creative talent out of the continent and invariably promotes the burgeoning publishing industry in Africa. By recognizing and celebrating writers and other members of the literary community across Africa, we aim to foster the renaissance of the writing and reading culture and plan to bring some much needed awareness and acclaim to the art of Fiction writing while also applauding and rewarding the efforts of those who have ventured into this genre in recent times.

Highlights of 2014

The objective from the Etisalat Prize for Literature was achieved by nurturing the talent of 1st time writers, through scholarships and mentoring opportunities with established African writers.

The Etisalat Prize for Literature received 49 entries in 2014 with the eligible books reviewed by select judges after which the long list and shortlist were announced.

The winner of the 2014 edition, Songeziwe Mahlangu, received a fellowship to study at the University of East Anglia, UK, under the tutelage of Professor Giles Foden (Author of The Last King of Scotland).

The flash fiction category was also established to cater to the large amount of interest received from unpublished writers across the African continent. In order to garner some publicity for the art of flash fiction writing and the writers themselves, this category of the Prize is open to the general public to review and ultimately select the shortlisted submissions.



prize for literature



Etisalat Pan-African Prize for Innovation

The prize is awarded in 2 categories - a first prize for the most innovative product or service launched in the last 12 months; and a second award for the most innovative idea for driving or facilitating mobile broadband use in Africa.

Entry is open to all players in the African Mobile Broadband eco-system including corporate organizations, SMEs and individuals developing advanced mobile broadband solutions in Africa, including Apps, Value Added Services, Last mile solutions, etc.

The requirements for every entry include demonstrable impact (or potential impact for an idea) on broadband usage, impressive uptake from customers and have made a visible commercial or social impact on the community for the launched product/service.

Highlights of 2014

For 2014, 150 entries were received. The four shortlisted entries went on to attend the annual Africa Com awards in South Africa where winners of the two categories were announced at the Awards dinner. MEMCOL (interactive media interface design) was won by Abdul Onabanjo, who was given prize money of \$10,000; and Exam Mate was won by Anthony Oniwon, who went away with prize money of

\$25,000. In addition, the winners receive a 6 month mentoring programme prize courtesy Etisalat Nigeria.

Lagos Photo Festival

Through our partnership with the African Artist Foundation (AAF), we have contributed significantly towards the spirit of a community of photographers over the last four (4) years. Etisalat Nigeria is building a community for contemporary photography that unites artists, images, and identities across Africa through the annual Lagos Photo Festival.

This festival features workshops, exhibitions, discussions, and large-scale outdoor prints displayed in prominent locations throughout the metropolis such as the Muri Okunola Park in Victoria Island, the Falomo Roundabout in Ikoyi, the Oceanview grounds, also in Victoria Island and even the Etisalat Nigeria Corporate Headquarters in Banana Island. The aim of these outdoor exhibitions is to reclaim public spaces and engage the general public with multifaceted stories of Africa.

Objectives of Market Access Nigeria

Creating market access for credible small and medium enterprises (SMEs) operating in Nigeria

Bridging the gap between large companies and small and medium enterprises (SMEs) while fostering networking and partnership opportunities

Enabling local content development and participation in various sectors of the Nigerian economy

Creating a platform for structural networking among SMEs

Business Segment

Market Access Nigeria for SMEs Highlights

- Three large companies speak about business opportunities for the SMEs;
- Five SMEs pitch their businesses;
- The best pitches will win gift items; and,
- Three cities networked annually – Lagos, Abuja and Port Harcourt.

The Market Access Nigeria is a platform that brings together Small and Growing Businesses (SMEs) and large companies to network, start relationships and create opportunities to "BUY" the goods and services of the SMEs. The platform is facilitated by the Enterprise Development Centre of the Pan-Atlantic University and the central goal is to facilitate market access for Small and Medium Enterprises by keying them into the value chain of large organizations. Market Access Nigeria holds in 3 locations in Nigeria (Abuja, Port Harcourt and Lagos), annually.

Highlights of 2014

Three editions were organised in 2014 - 2 in Lagos and 1 in Abuja.

The Abuja event was attended by the Honourable Minister of Trade and Commerce, Olusegun Aganga, who engaged SMEs on government policies and initiatives to promote SMEs in Nigeria.





Partnership with the Enterprise Development Centre

Etisalat Nigeria is the SME Toolkit exclusive telecommunications partner. We are committed towards the growth of SMEs through our partnership with the Enterprise Development Centre, Lagos Business School of the Pan-Atlantic University, to promote entrepreneurship in Nigeria.

Our unwavering commitment within the SME space stems from the launch of the SME Toolkit premium contents and SMS features on the toolkit site. Furthermore, in 2014, we developed SME focused promotions on the site and have distributed branded SME Toolkit CDs to our customers.

Easy Business Millionaires Hunt Highlights

- Daily draw of five winners, each going home with a phone for 90 days;
- Monthly draw of five winners, each going home with a 3 in 1 printer for three months; and;
- Grand finale of 10 winners each going home with a financial grant of ₦2 million.

The Easybusiness Millionaires Hunt is a support initiative for Small and Medium Enterprises (SMEs) by Etisalat Nigeria and was launched

October 2013. The Enterprise Development Centre of Pan African University Lagos which focuses on capacity building/training of Small and Medium Enterprises in Nigeria was engaged to ensure proper review and selection of credible beneficiaries. The first edition was a huge success with each of the 10 winners going home with ₦2 million as a financial grant towards their respective businesses.

Highlights of 2014

In 2014, these winners got a chance to exhibit their products to our Chief Executive, Matthew Willsher, in a special presentation and there has been extensive follow up which will be sustained in 2015.

A photograph showing a person's hand holding a white business card. The card features a stylized logo of a person with a yellow square on their head and the word 'printivo' in lowercase. To the right of the card, the text 'printivo - nigeria's number 1 online print shop' is written in red.

“ Etisalat Millionaires Hunt has been the pivot upon which Printivo has sprouted. The opportunity was priceless! ”
Oluyomi Ojo

Printivo, an online print provider providing customers with free templates created by designers across Nigeria, was founded by Oluyomi Ojo, winner of Etisalat Millionaires Hunt, 2014.

Printivo was established to help Nigerian SMEs handle printing needs without having to leave the comfort of their homes through an offering of easy to use design tools, fast delivery and quality prints. The concept was incubated at the Enterprise Development Centre and has since received further investment funding for expansion.



Easy Business Millionaires Hunt in 2015

Through the Easy Business Millionaires hunt, we are creating true value for SMEs across Nigeria. We will sustain our commitment and partnership with the Enterprise Development Centre to:

- continue following up with participating SMEs, and use winners' successes as a platform for engagement and encouragement of other potential participants; and
- creating a package for the one-man business, on the easy business platform



Global Entrepreneurship Week (GEW)

Global Entrepreneurship Week is the world's largest celebration of the innovators and job creators who launch startups that bring ideas to life, drive economic growth and expand human welfare. Etisalat Nigeria, in 2014, partnered with the Enterprise Development Centre of Pan African University Lagos to promote entrepreneurship during the GEW.

During one week in November, annually, GEW inspires people globally through local, national and global activities designed to help them explore their potential as self-starters and innovators. These activities, from large-scale competitions and events, to intimate networking gatherings, connect participants to potential collaborators, mentors and even investors—introducing them to new possibilities and exciting opportunities.

Highlights of 2014

The Global Entrepreneurship Week Nigeria Campaign kicked-off with a walk for entrepreneurship. The walk engaged hundreds of young people in a 9km walk around Victoria Island, Lagos to stir up the awareness for the week actively in Nigeria.



Community support and partnerships with Projects For All

In 2014, we partnered with Projects for All - a non-governmental organisation which drives innovative programmes within different African communities - on 'Project Hello World' which created internet-enabled computer stations across Africa. These 'Hello Hubs', the new paradigm in digital education, are community-built and owned internet kiosks that provide educational and community development resources to the communities they have been deployed to.

Each Hello Hub has a wide range of educational

applications built into the kiosk system, as well as standard applications such as an office suite, media editing tools etc. Through these hubs, children and adults in rural and semi-urban areas across Africa have been enabled to access the internet, allowing them to educate themselves, communicate with others, and ultimately have a voice in the global community.

The first Hello Hub in Nigeria was created in Suleja, Niger State, and has the capacity to serve close to 3,000 people. By providing internet access to these hubs, Etisalat has created a platform for promoting community and economic development.



WAAW Foundation Partnership on STEM

Etisalat Nigeria partnered with the Working to Advance STEM Education for African Women Foundation (WAAW) by sponsoring their science camp for girls. In 2014, the theme of the STEM Camp was "Robotics and Renewable Energy for Africa". The week long training took place at the Global International College, Lekki, Lagos, involving 60 girls from 13 to 17 years old drawn from the public and private secondary schools in Lagos. The main objective of the camp was to empower and encourage the participants to regard science and technology as effective tools for solving problems within their respective communities.

In the camp, participants conducted experiments and attended lectures and tutorials under the

supervision of female facilitators from Nigeria and the United States. These practical activities served as a means of engaging the participants and stirring their interest in future STEM careers. Topics covered in the camp spanned from robotics, computer programming, math, renewable energy (wind, solar, hydro), water filtration, computer science, environmental and health science to entrepreneurship, ethics and morals. Special emphasis was made on using locally available resources to build technology solutions.

The camp also included a 3-day pre-camp training session focused specifically on training female STEM teachers, trainers and university fellows on new teaching methodologies that

emphasize inquiry-based hands on teaching. The teachers and fellows were empowered to go back to their communities and implement what they had learned and to impact even more students.

At the end of the camp, winning teams received trophies, while every team member received a STEM certificate. Winners were also awarded with Etisalat easyblaze modems and other branded merchandise.

Year-end party for less-privileged children in Lagos State

We partnered with Development Africa and the Lagos State Government; hosting a year-end party for residents of orphanages and indigent children across the state. This collaboration enabled us invest in the future of these children by brightening their present circumstances and giving them hope for the future.



women skills acquisition training- kano state



We collaborated with the Kano State government to train 100 women from 44 local governments in community based cottage businesses bead making, weaving, soap making perfume making and Condiments production, and provided seed capital to each participant to set up Community-based cottage businesses tailored to the acquired skills.

women skills acquisition training- jigawa state



We collaborated with the Jigawa State government to train 100 women from 22 local governments in community-based cottage businesses such as bead making, weaving, soap making perfume making and Condiments production, and provided seed capital to each participant to set up Community-based cottage businesses tailored to the acquired skills.

Educational Support Grants - Akwa Ibom State



We provided Educational Support grants to 44 High school students in Rumoula Community in Port Harcourt and 50 Students in Ibeno Community in Akwa Ibom State.

Upgrade of Skills Acquisition Centre, Port Harcourt

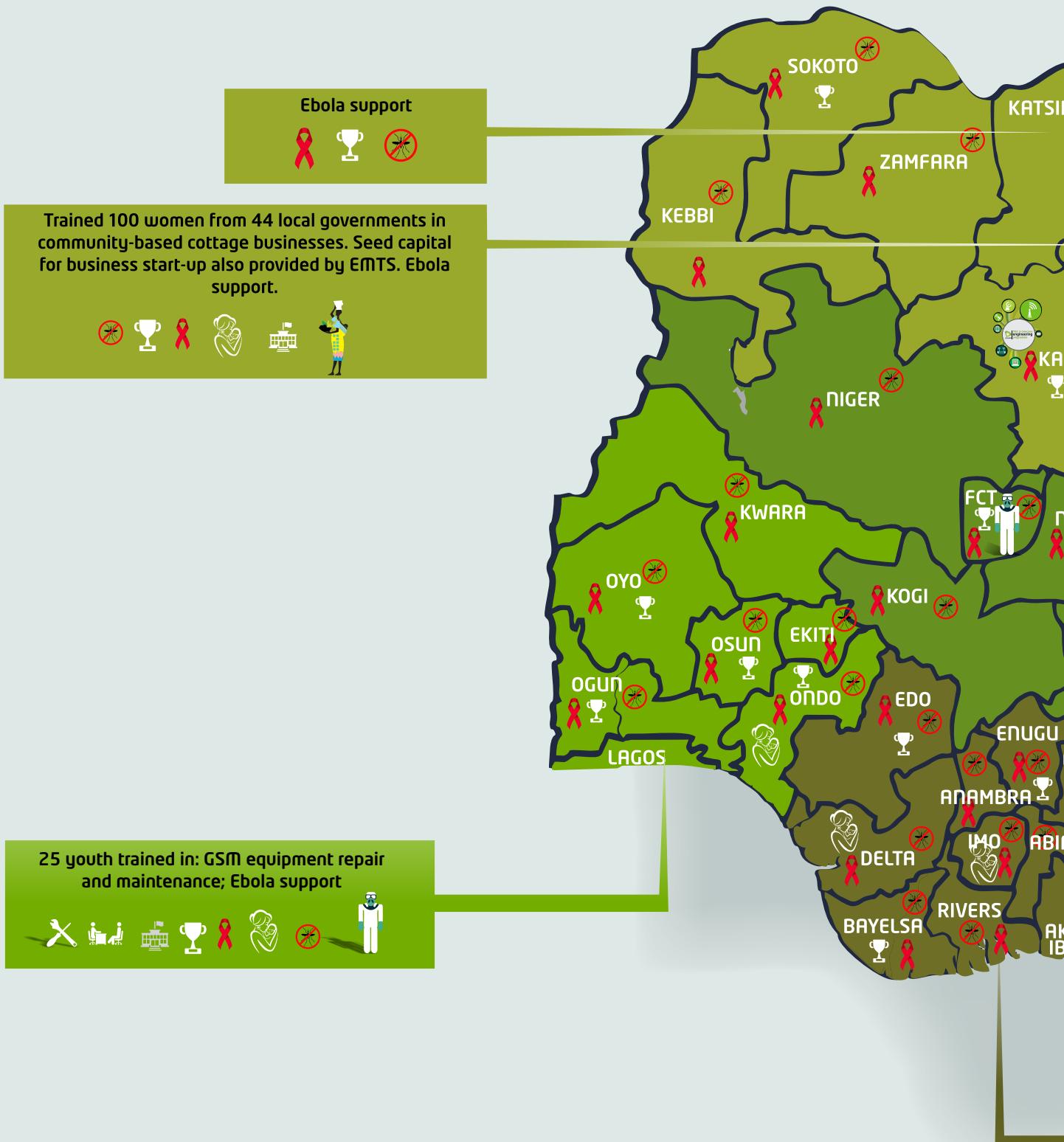


We upgraded the Skills Acquisition Centre in Awalama Community in Port Harcourt with equipment and disposables for training of youth on computers, drilling and safety.

GSM Training, Lagos State



We instituted a youth empowerment program in 2014, in partnership with the Lagos Empowerment & Resource network (LEARN). Through this program we sponsored twenty five youth on a training program focused on GSM equipment repair and maintenance. We also provided start-up tool kits, to set them on their way to being self-sustaining and economically empowered members of the Nigerian society.



Trained 100 women from 44 local governments in community-based cottage businesses. Seed capital for business start-up also provided by EMTS.



Educational support grants provided for 50 students in Ibieno community in Akwa Ibom State.



Skills acquisition centre upgraded with equipment and disposables for training of youth on computers, drilling and safety, 44 high school students in Rumoula community in Port Harcourt; Ebola support partnership with state government.



KEY: Social investments across Nigeria

	ETEPP
	Career Counselling
	GSM Maintenance
	Combating HIV/AIDS
	Fight Malaria Initiative
	Free Eye Surgeries
	Adopt A School
	Merit Awards (Scholarship) Programme
	Educational Support
	Ebola Virus Disease Containment
	M Health initiative on combating maternal and infant mortality in Nigeria
	Women Training

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iso 26000: 2010 index

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7.4.2			
6.3.10	Organizational Profile		
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6.4.3			
6.4.4			
6.4.5			
6.8.5			
7.8			
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	G4-6	Our business at a glance	13
	G4-7	Our business at a glance	13
	G4-8	Our business at a glance	13
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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	34	+
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			+



INDEPENDENT ASSURANCE REPORT TO THE DIRECTORS OF ETISALAT NIGERIA FOR THE YEAR ENDED 31 DECEMBER 2014

We have completed our independent assurance engagement to enable us to express our limited assurance conclusions on whether specified Key Performance Indicators ("KPIs") contained in the Etisalat Nigeria Sustainability Report ("the Report") for the year ended 31 DECEMBER 2014, has been prepared, in all material respects, in accordance with managements' criteria as derived from the GRI G4 reporting guidelines:

1. G4-LA1: Total number and rates of new employee hires and employee turnover by age group, gender and region
 - Total number of employee at year end (Page 34)
 - Rate of total employee by gender as at year end: Male (Page 34)
 - Total number of new joiners during the year (Page 34)
 - Rate of new joiners by gender: Male (Page 34)
 - Total number of employee that left during the year (Page 34)
2. G4-LA5: Percentage of total workforce represented in formal joint Management
 - Total number of safety champions (Page 34)
 - percentage of the total work force number represented in safety champions group (Page 34)
3. G4-LA9: Average hours of training per year per employee by gender, and by employee category
 - Average training hours per year per employee (Page 26)
4. G4-PR7: Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes
 - Number of non- compliance with NCC regulations (Page 24)
5. G4-EN3: Energy consumption within the organization
 - Total energy consumed per hour in cell and critical cell site (Page 25)



The specified KPIs noted above have been highlighted for identification purposes in the Report through the symbol "+".

Our responsibility in performing our independent limited assurance engagement is to Etisalat Nigeria only and in accordance with the terms of reference for this engagement as agreed with them. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Etisalat Nigeria, for our work, for this report, or for the conclusions we have reached.

Directors' Responsibility

The directors are responsible for implementing a stakeholder engagement process to identify all relevant stakeholders, to identify key issues, to respond appropriately to key issues identified, to determine those key performance indicators which may be relevant and material to the identified stakeholders, and to design and apply appropriate sustainability reporting policies. The directors are also responsible for the preparation and presentation of the Report and the information and assessments contained in the Report in accordance with the relevant criteria. This responsibility includes: designing, implementing and maintaining appropriate performance management and systems to record, monitor and improve the accuracy, completeness and reliability of the sustainability data and to ensure that the information and data reported meet the requirements of the relevant criteria, and contains all relevant disclosures that could materially affect any of the conclusions drawn.

Assurance Provider's Responsibility

Our responsibility is to express our limited assurance conclusions on the specified KPIs in the Report based on our independent limited assurance engagement. Our independent limited assurance engagement was performed in accordance with The International Framework for Assurance Engagements and International Standards on Assurance Engagements 3000: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (ISAE 3000) developed by the International Auditing and Assurance Standards Board and in accordance with The International Standard on Assurance Engagements 3410: Assurance Engagements on Greenhouse Gas Statements under the auspices of the International Federation of Accountants (IFAC). This standard requires us to comply with ethical requirements and to plan and perform our engagements to obtain limited assurance regarding the specified KPIs contained in the Report.

Basis of Work and Limitations

We have complied with the International Federation of Accountants (IFAC) Code of Ethics for

external assurance statement



Professional Accountants, which includes comprehensive independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our engagement was conducted by a multi-disciplinary team of health, safety, social, environmental and assurance specialists with extensive experience in sustainability reporting.

The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the subject matter and the purpose of our engagement. In making these assessments, we have considered internal control relevant to the entity's preparation and presentation of the Report and the information contained therein, in order to design procedures appropriate for gathering sufficient appropriate assurance evidence to determine that the information in the Report is not materially misstated or misleading as set out in the summary of work performed below. Our assessment of relevant internal control is not for the purpose of expressing a conclusion on the effectiveness of the entity's internal controls.

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods adopted for the definition and gathering of information. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements.

We planned and performed our work to obtain all the information and explanations that we considered necessary to provide a basis for our limited assurance conclusions pertaining to the Report and the specified KPIs, expressed below.

Where a limited assurance conclusion is expressed, our evidence gathering procedures are more limited than for a reasonable assurance engagement, and therefore less assurance is obtained than in a reasonable assurance engagement.

Summary of Work Performed

Set out below is a summary of the procedures performed pertaining to the specified KPIs which were included in the scope of our limited assurance engagement.

- We obtained an understanding of:
 - The entity and its environment;



Entity-level controls:

- The selection and application of sustainability reporting policies; and
- The significant reporting processes including how information is initiated, recorded, processed, reported and incorrect information is corrected, as well as the policies and procedures within the reporting processes.
- We made such enquiries of management, employees and those responsible for the preparation of the Report and the specified KPIs, as we considered necessary.
- We inspected relevant supporting documentation and obtained such external confirmations and management representations as we considered necessary for the purposes of our engagement.
- We performed analytical procedures and limited tests of detail responsive to our risk assessment and the level of assurance required, including comparison of judgementally selected information to the underlying source documentation from which the information has been derived.

We believe that the evidence obtained as part of our limited assurance engagement, is sufficient and appropriate to provide a basis for our limited assurance conclusions expressed below.

Conclusion

Based on the work performed and subject to the limitations described above, nothing has come to our attention that causes us to believe that the specified KPIs have not been prepared, in all material respects, in accordance with management's criteria as described in the Sustainability Report for the period ending 31 December 2014.

Other matter

The maintenance and integrity of the Etisalat Website is the responsibility of Etisalat management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the information in the Etisalat Nigeria Sustainability Report shown on the website, which differs from the content in the printed version.

A handwritten signature in black ink, appearing to read 'Samuel Agbevem'.

**Samuel Agbevem
For Ernst & Young
Lagos, Nigeria
28 December 2015**

abbreviations

AAF - African Artists' Foundation

ABU - Ahmadu Bello University, Zaria

ETEPP - Etisalat Telecommunications Engineering Postgraduate Program

EVD - Ebola Virus Disease

GEW - Global Entrepreneurship Week

IEEE - Institute of Electrical and Electronic Engineers

LEARN - Lagos Empowerment & Resource network

MNCHW - Maternal, New-born and Child Health Week

NACA - National Agency for the Control of AIDS

NCC - Nigerian Communications Commission

NOTAP - National Office for Technology Acquisition & Promotion

NPHCDA - National Primary Health Care Development Agency

PHDP - Positive Health, Dignity and Prevention

PLWHA - People living with HIV/AIDS

PSHAN - Private Sector Health Alliance of Nigeria

SERAS - Social Enterprise Report and Awards

SICET - Standard Instructions and Conditions for Etisalat Tender

SLAM - Students Leaders against Malaria

SME - Small and Medium Enterprises

SUBEB - State Universal Basic Education Board

WAAW - Working to Advance STEM Education for African Women



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