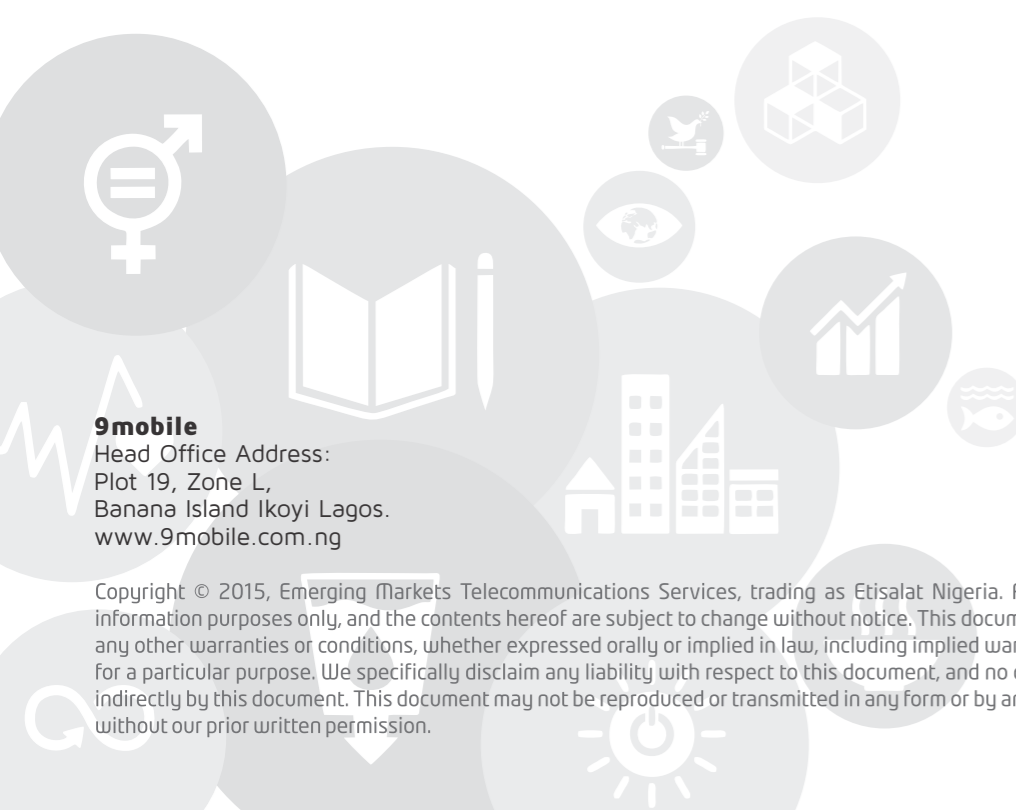


aligning our business agenda with the

sustainable development goals



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Sustainability Reporting at EMTS



Executive Summary

On the bedrock of our core values – teamwork, integrity, passion for excellence, growing our people and empowering our people – Emerging Markets Telecommunication Services Limited, formerly trading as Etisalat Nigeria and now trading as 9mobile – has consistently exceeded expectations in our eight years of business and has consistently worked hard to deliver excellent and quality services to all our valued stakeholders.

While 2016 was a challenging year – not only for us but for the economy as a whole – we looked beyond ourselves to identify opportunities to create value; and what better way could we have achieved this than by Aligning our Business Agenda with the Sustainable Development Goals (SDGs).

At EMTS, we are mindful of our responsibility as corporate citizens. As such, we have made a commitment to continually and voluntarily seek out and adopt international best practices, even when it is not common practice within the local climate. We have sustained our commitment to publish an annual sustainability report in line with the GRI framework even though no other telecommunications company (telco) in Nigeria publishes a country-focused report.

This Report highlights stakeholders' focal areas of interest and our attendant responses to addressing same, as they align with our organisational goals. Consequently, our activities in 2016 centered around deliberate value creation – in line with

the targets of the SDGs – for stakeholders, in our journey to being the partner of choice. We consistently translated the directives of the global goals into our local climate to identify how we could make the greatest impact.

Thus, we sought to provide products and services for our different cadre of customers, tailored specifically to their demands as we have received them over the years; we partnered with both the public and private sectors to provide technical and financial support to millions of people in desperate need of aid; we showed our employees our commitment to fulfilling our promises to create a conducive environment for advancement and personal development; and as usual, we maintained the highest level of responsibility and accountability by operating in full compliance to regulatory directives, and with the best interests of our shareholders at the fore of our minds.

We are confident that these efforts will contribute to building a sustainable environment, where we can pursue and achieve our organisational goals and aspirations. With an overarching goal to set the standard for the industry, we continue to tread the path of thought leadership while meeting and exceeding both local and global expectations.

Scope and boundary

In our 2014 Sustainability Report, we made the transition to using the Global Reporting Initiative (GRI) framework which focuses on reporting “what matters and where it matters”. Since then, we have seen notable progress in our relations with our valued stakeholders, and have continually built on this till date. This 2016 Sustainability Report, therefore, highlights our responses to stakeholders' feedback from January to December 2016; aligning same with our organisational goals and global targets.

This Report has been written 'in accordance' with the 'Core' criteria of the GRI framework. However, in line with international best practices and our quest for constant improvement, we have also adopted several tenets from other sustainability frameworks including the Sustainability Accounting Standards Board (SASB) and the ISO26000 – featured also in previous reports.

Noteworthy for us in 2016 was our deliberate approach to advancing the targets of the Sustainable Development Goals. Through existing business activities and operations, we maximised various opportunities to

contribute our quota to global development and fulfilling our corporate commitment to our local climate. This has, therefore, resulted in a clear map for achieving sustainable growth at EMTS, and becoming the leading telco we continually work hard to be.

For us at EMTS, transparency is vital to our progress, especially with our internal and external stakeholders. We, therefore, ensure that we communicate our progress on critical issues, especially relating to promises made in the past. Furthermore, we keep our lines of communication open for comments or feedback. We can be reached via social media and directly as follows:

Manager, Corporate & Social Responsibility
9mobile Head Office
Plot 19, Zone L
Banana Island
Ikoyi
Lagos
Nigeria.

Email: CSR@9mobile.com.ng





A clear map to navigate the report successfully

Our approach to sustainability reporting has evolved rapidly and positively over a few short years considering that it is a new and unregulated practice. Primarily, we understand that organisational growth closely linked with stakeholders' satisfaction should be the resultant effect of all our efforts. Consequently, and in line with our chosen GRI framework, we have structured our Report to begin with establishing the commitment of EMTS' Leadership Team, and how this cascades to other aspects of the business. Our report, therefore, features:



Figure 1: The report map

Our organisation-wide approach to sustainability



Our CEO speaks

Welcome to our 2016 Sustainability Report.

We do hope that our Report this year will provide our key audiences with tangible insights into our business' performance.

I, therefore, use this opportunity to formally inform Report users that our company, Emerging Markets Telecommunication Services Limited (EMTS), which previously traded as Etisalat Nigeria has changed its name to 9mobile as part of a brand migration and restructuring process, and will be referred to as 9mobile throughout this report.





Our choice of 9mobile is reflective of our history in the Nigerian telecommunications market, and our creativity and resilient spirit through this time. It is also a natural progression to set us on a path to sustained growth and optimal levels of governance.

2016 was indeed a multi-faceted year for 9mobile. The global economy and the peculiarity of our clime threw us some curve balls that we were thankfully able to successfully manoeuvre. Our goal has always been to 'extend people's reach by developing advanced networks that support people and allow them to develop, learn and grow', and we are proud that we have been able to sustain this commitment across the business with several products, services and initiatives. Through the collaborative efforts of the 9mobile team, we have devised multiple avenues for achieving growth and development and translating the global goals into our own local context.

Our 2016 Sustainability Report tells the story of how we are **Aligning our Business Agenda with the Sustainable Development Goals**. Clearly, our continuous evolution with emerging trends, has allowed us to

provide innovative solutions to our stakeholders' needs for 9 years running. In our effort to build a truly sustainable business model, we made the move to the Global Reporting Initiative (GRI) framework for reporting Environmental, Social and Governance matters two years ago, so we could embrace its holistic view to sustainability and engrain the tenets in our daily activities. This has allowed us to be more focused, deliberate, and efficient, both within the units of the organisation, and in our entirety.

Consequently, when the world turned its attention to the Sustainable Development Goals (SDGs), we immediately looked inwards, and to our delight, we found that our existing business operations and initiatives were closely aligned with several of the 17 goals. For us, the SDGs have provided an exciting opportunity to build on our contributions to a more favourable and cohesive environment, that is sure to deliver real and lasting value for generations to come. 2016 was, therefore, a year to dig deeper, expand our scope, and make even more conscious efforts to play our part in meeting local needs, in line with the tenets of the global agenda.

Our 2016 Sustainability Report tells the story of how we are Aligning our Business Agenda with the Sustainable Development Goals.



Aligning with the Sustainable Development Goals

SDG 4 focuses on a cause that has always been dear to our hearts at 9mobile – inclusive and equitable education. It encapsulates our commitment to future generations because of its undeniably significant role in national development and advancement. In 2016, we increased our efforts to drive real value through our education initiatives targeted at the secondary and tertiary levels. With the aim to build an empowered generation of progressive thinkers, we worked to equip students with the requisite skills to build on the foundation of growth and development that is being laid today. It is, therefore, with great pride that we recorded more successful graduates from the MSc aspect of our Telecommunications Engineering Postgraduate Programme, during the course of the year.

Furthermore, we have not only initiated talks with south-eastern state governments to extend our adopt-a-school programme to that region of the country as promised, we have also increased our investments in previously adopted schools by rehabilitating school and housing infrastructure, implementing environmental responsibility awareness programmes, providing fully-equipped ICT and science laboratories, and engaging students in several stimulating social events; all of which encapsulate the targets of several other goals, and are detailed within this Report.

Through our various business operations, the targets of the SDGs

have challenged us to do even more, particularly relating to SDG 13 – climate action. In 2016, we received our ISO14001:2004 certification as a testament to the efficiency of our infrastructure and environmental management systems. Having recorded no sanctions or fines relating to environmental compliance for 2 years, EMTS was very excited to be recognised by the Nigerian Environmental Society, as 'A Worthy Ambassador of the Environment'.

Passion for Innovation, Excellence and People

Furthermore, in 2016, we built on our passion for innovation, excellence and people, by launching the 'my9mobile' (formerly myetisalat) app, which is revolutionary in the Nigerian industry. Our customers asked us to do more, so we listened and we delivered. My9mobile app gives customers the power to do everything they will ever need to do – complete access to all account information, 24-hour live support, access to the variety of 9mobile's services, and other perks, including rewards. A real game changer in the industry, we wanted to show our customers that their convenience and experience matters a great deal to us, and my9mobile app does exactly that.

Over the years, we have strategically positioned ourselves to be at the forefront of innovation in Nigeria's telecommunications industry. We discovered that the attendant opportunities for achieving unprecedented growth are closely linked to our ability to deliver reliable and valuable products and services that





meet consumers' needs, and we are geared up to explore these possibilities. Thus, in 2016 we introduced the 4G-LTE service on the 9mobile network to enhance customers' experience with high speed data and better quality voice services. In keeping with our culture at 9mobile, we leveraged on existing resources to create maximum value, without sacrificing the quality of service our customers have come to trust us for. The result: a unique experience like no other telco.

Resolutely Responsible in Times of Crisis

Undoubtedly, operating within the Nigerian environment in 2016 certainly came with its challenges. With the economy recording consecutive declines in economic growth per quarter, we worked harder than ever to ensure that we maintained the quality service our stakeholders have grown accustomed to. We, however, did not battle only economic trials, but also the social ills of violence and oppression, especially in the north eastern region of Nigeria.

The onslaught of violent attacks in this region left tens of thousands homeless, and without any hope for sustenance. For those who managed to find their way into the Internally Displaced Persons' (IDPs) camps, they still suffer untold hardships, depending on the support of the benevolent few. Compelled by the need to prevent needless suffering of humanity, 9mobile provided 10,000 mattresses to the IDP camps in Borno, Yola, Abuja and Benue, and raised awareness on

the need for more support during the commemoration of the World Refugee Day.

Looking to the Future

As the new chief executive, my priorities are to, in a short space of time, rebuild the trust of all our stakeholders, and ensure that leadership leads the race in charting a sustainable course for our organisation.

Ultimately, 9mobile is a company built on 5 simple values: teamwork, integrity, passion for excellence, growing our people and empowering our people. On the foundation of these values, we have served the Nigerian market for 9 years, making notable improvements with each passing year. Ours is a story of a constant search on how to keep getting better and growing stronger, and we do not intend to stop now.

Building on value-driven partnerships, we will consciously identify opportunities for the achievement of sustainable growth and development, and leverage our expertise in technological and digital advancement to provide relevant solutions. We are committed to doing all it takes and going as far as necessary to meet the needs of our stakeholders today, and to create the right opportunities for future generations to meet their needs tomorrow.

Boye Olusanya
Chief Executive Officer
9mobile



Affirming our commitment to sustainable business

VP's statement



I am pleased to present to you EMTS' 2016 Sustainability Report. Though times were hard – for the nation as a whole – we worked even harder to continually provide innovative products and services of the highest quality that met all our stakeholders' needs. To the best of our ability, we maintained our responsibility to the valued custodians of our brand, within the confines of local and global expectations. Our 2016 Sustainability Report, therefore, speaks to our efforts in aligning our business operations to meet local development needs and promote the achievement of the well-received Sustainable Development Goals (SDGs).

In our 2015 Sustainability Report, we showed how many of our existing programmes were already contributing to the achievement of the goals – details of which you can find in the 2015 report. This year, we have taken a step further to shine the spotlight on our deliberate approach to integrating the SDGs into our core business and detailing the progress we have made in this regard.





Our efforts have, however, gone beyond social investments to impact on the economic and environmental landscape.

In line with our core Corporate Social Responsibility Pillars, one SDG we have consistently worked to advance is SDG 4 – **Ensuring inclusive and equitable quality education, and promoting lifelong learning opportunities for all**. We are firm believers that education is the key to sustainable development. As such, we champion the cause for all learning, right from the foundational stages, through the higher levels, and even informal education or skills acquisition. We believe that sound learning should be done in a conducive, stimulating and competitive environment, and work to provide same through our programmes.

Under our Adopt-A-School Initiative, we currently have 4 schools in Nigeria to which we are dedicated to improving infrastructure and building a strong knowledge base that students can leverage on. Furthermore, we have the Merit Awards – a merit-based scholarship award for students with strong academic performance, now with a special category for the physically challenged; and our Telecommunications Engineering Postgraduate Programme which is focused on empowering students to pursue higher levels of education, and to contribute to value creation within the sector.

Our Community School Support Programme was also introduced in North-East Nigeria in 2016. In

partnership with the Abuja Global Shapers Community, an initiative of the World Economic Forum, we targeted 1,000 primary school students in 10 public schools in Adamawa, Borno and Yobe states. We provided 10,000 exercise books, 1,000 school bags, 1,000 sets of writing materials and 1,000 school uniforms, with the goal of promoting education in the region.

Promoting healthy living has always been a priority for us. Consequently, we made concerted efforts to fulfil targets under SDG 3 – **ensure healthy lives and promote well-being for all at all ages**. We recognised an opportunity to engage staff in this laudable task in 2016 and celebrated World Malaria Day with a unique twist: for every mosquito net donated by an employee, EMTS committed to match it. Ultimately, we exceeded our target of 1,000 employees – reaching 1,500 employees – and we distributed the nets equally across the 6 geo-political zones.

We also extended the reach of our m-health programme to Ondo State, in fulfilling our commitment to reducing infant and maternal mortality rate, and helping Nigeria achieve its developmental goals. Through this initiative, we were able to go beyond providing technology, to donating much-needed infrastructure that can drive increased performance in Nigeria's challenging health sector.



Our efforts have, however, gone beyond social investments to impact on the economic and environmental landscape. Getting our ISO140001:2004 certification was a big win for us in 2016. It represented real success in our efforts to maintain the highest level of responsibility in our business operations and to all our stakeholders. We are very conscious of the potential impacts of our activities, and we continue to work with relevant partners to ensure that our activities are protecting the environment, in line with SDG 13 to **'take urgent action to combat climate change and its impact'**.

In keeping with our responsibility to our stakeholders, we continue to pursue SDG 12 – **ensure sustainable consumption and production patterns** – by voluntarily disclosing our approach, targets and performance in terms of sustainable development. It is imperative to us that our valued stakeholders know that your opinions and your needs matter a great deal to us, and to show how we have incorporated these into our business strategy in the past year.

At EMTS, we are completely value-oriented. While we conduct our business to maximise economic viability, we also strive to set an example within the industry by enriching lives both internally and externally. Beyond being an employer of choice, we have introduced several initiatives that empower individuals and small- and medium-size enterprises to achieve more through financial and technical support.

Through programmes like the Prize for Innovation, Prize for Literature, and Market Access, to name a few, we have made notable contributions to achieving SDG 8 – **promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all**; and SDG 9 – **build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation**.

Through it all, we leveraged existing resources and strategic partnerships to translate the global goals to our local context. In line with SDG 17 – **strengthen the means of implementation and revitalise the global partnership for sustainable development** – we made deliberate efforts to identify opportunities and platforms for achieving the goals, and recorded every outcome and every lesson.

Ultimately, 2016 was certainly a memorable year for us. In the face of a tumultuous economic and socio-political climate, we built on our successes in the past, and forged new paths for inclusive growth and sustainable development, all of which are presented in this Report.

Thank you for reading and please stay on to read our step by step progress through the year.

Ibrahim Dikko
Vice President, Regulatory & Corporate Affairs
9mobile



Executive Management Team

Leading the charge for the goals



Funke Ighodaro

**Executive Director/
Chief Financial Officer**

At EMTS, we understand that we have a responsibility to generate financial resources, not only for our own viability, but to support the Nigerian economy as a corporate citizen. While the economic climate has been challenging, we have remained committed to effectively managing our resources, putting them to their best possible use, whilst exploring other avenues of value creation.



Abigail Isokpan

**Chief Human
Resource Officer**

EMTS prides itself on being an employer of choice. We boast of a diverse workforce, and we enforce zero discrimination against gender, age or physical abilities. We provide equal opportunities for all, subjecting all employees to equal pay for work of equal value, same standards for performance appraisals, and same provisions for learning and professional development.



Otuyemi Otule

**Chief Product and
Information Officer**

In keeping with our commitment to provide innovative and excellent service delivery, we make concerted efforts to anticipate stakeholders' needs for increased and improved uses of technology by providing products and services that foster digital inclusion. More so, because we understand the barriers to technological advancement, we have built in advanced processes to ensure data privacy and security, and work to educate our stakeholders in this regard.



Stephane Beuvelet

Chief Technical Officer

Our core function at EMTS is to create advanced networks that support people and allow them to develop, learn and grow. Our commitment to the Nigerian market is to, therefore, deliver on excellent products and services that they can rely on. In keeping our promise and our value proposition, we deploy quality and resilient infrastructure as a platform to empower people to do more, thereby supporting economic growth and development.



Ken Ogujiofor
**Vice President,
Consumer Sales and
Service**

At EMTS, our customers are royalty. Because they make us who we are, we are constantly seeking and establishing effective sales and communication channels to make our products and services readily available to them for unparalleled value-adding customer experience every time.



Bisi Idowu

Vice President, Marketing

EMTS is in the business of communication. Our relevance in the industry is premised on our ability to evolve with local and global industry trends, utilise modern technology, and create products and services that enhance our brand equity. You will, therefore, find that with EMTS, we build strong brand affinity and loyalty by leveraging on our unique and targeted channels to provide and communicate the value we bring to customers in order to optimise their satisfaction.



Ibrahim Dikko
Vice President,
Regulatory and
Corporate Affairs

At EMTS, we pride ourselves on being responsible corporate citizens. We are committed to ensuring compliance with regulatory authorities, while creating positive direct and indirect impact in the societies where we work, and fostering stakeholder inclusion across our initiatives. We are focused on improving the quality of life for all our stakeholders, by ensuring access to affordable and reliable communication, education, good health care, and opportunities for professional growth and development.



Ore Olajide
Company Secretary

Building a responsible business begins with responsible leadership. At EMTS our corporate governance practices ensure that our Board is held to the highest standard of accountability, and promotes an inclusive and participatory model of leadership. Responsible for determining the direction of the business, our Board members stay up to date on happenings not only within the business, but within the local and global industry, and challenge us to do more in harnessing our full potential.



Olufemi Falola
Director, Internal Audit

Ensuring transparency and accountability at all levels of the business is key to us at EMTS. Consequently, we consistently monitor our operations for areas of vulnerability, with the full involvement of the leadership team, to ensure successful resolutions. EMTS frequently communicates its ethics policy to all employees and business partners, making known its zero tolerance for bribery and corruption.



Muhammad Abubakar
Director, Security

EMTS ensures that all stakeholders at all our offices, facilities, kiosks and experience centres, are secure always. We leave no room for exposure to either external or internal security threats with clearly defined and well-communicated procedures for accessing information or any of our facilities.



Mohamed Elsis
Director, Procurement
and Contract
Management

Our business partners are an important part of our value chain. As such, EMTS places a premium on reliable, responsible and expert business partners who understand our business, and are familiar with the Nigerian terrain. Consequently, over the years, we have aligned our processes to local content policies, and increasingly engaged indigenous partners with proven expertise and similar business values.



Alex Kamara
Director, Strategy
and Business
Development

With the increase in mobile connectivity, the way business is conducted is bound to change. EMTS is poised to evolve with the times, providing consumers with access to other markets and services. We are leveraging on the forward and backward linkages within the industry to build a strong value chain and create opportunities for productivity, especially for Small- and Medium-Scale Enterprises.

EMTS: A thriving culture for an empowered workforce

An interview with
Abigail Isokpan,
Chief Human Resources
Officer



Here at EMTS, we believe in the importance of nurturing a dynamic workforce, empowered with the requisite skills to deliver excellent service and exceed performance expectations. Furthermore, we want every employee at EMTS to see that their needs are prioritised, and that their efforts are always appreciated and rewarded. Consequently, we maintain an unshakable commitment to our staff, to not only provide the highest level of satisfaction on the job, but to ensure consistent personal and professional development. 2016 further provided another opportunity to improve on a system they have come to appreciate.



What do you think makes EMTS employees proud to work for the company?

There are different reasons why people are proud to work for EMTS. We engage with employees on a regular basis - through employee opinion surveys, performance reviews, and feedback desks - so we get feedback on the many reasons for their pride in the company. Some people are proud to work here because of our brand, our reputation as a youthful, dynamic, innovative, and customer-centric business. Others are proud of the brilliant and talented colleagues they interact with daily. Yet, others speak of pride in their work and how achievements on the job have impacted positively on both their professional and personal/ family lives.

How would you describe the corporate culture at EMTS?

Our culture is values-based in the sense that it is founded on five core values of Passion for Excellence, One Team-One Mission, Integrity, Growing our People, and Empowering our People. We acknowledge the fact that fostering the right culture, infused with these values, is a never-ending responsibility for everyone in the organisation. We don't believe in "policing" the culture, so each of us takes ownership for bringing the values to life through the nature of our interactions with leaders, peers, and direct reports, as well as with various external stakeholders, such as our customers, regulators, and business partners.

What is the most common feedback received from employees about the corporate culture?

Because our culture is founded on values, the best evidence we have of what employees are saying about our culture is what they are also saying about the values. To know what employees are thinking and saying about the values, we look at the results of our annual employee opinion surveys. In 2016, we had a 90% score on our Values Index, 8 percentage points higher than the previous year. This means that, for the majority of our employees, our values are clearly communicated and they see that leaders' and colleagues' actions are generally consistent with the values. They also identify strongly with the values themselves and understand how the values should guide their day-to-day work activities.

When and how do employees give feedback?

Feedback is constant and ongoing at EMTS because employees are always working together to deliver on common goals. As I mentioned earlier, the exchange of feedback between leaders and other employees is also encouraged through existing communication channels. To further formalise feedback, we have built it into our performance management process - so line managers and direct reports give and receive feedback during mid- and end-of-year reviews.



In this interview showcasing company culture, what practices would be impossible not to include?

I think there are several practices that really set apart our culture at EMTS. We have our employee recognition program called Empact which recognises and celebrates individuals and teams for living our core values while delivering great results. Our commitment to empowering people ensures that employees can take on greater and higher levels of responsibility as long as they demonstrate the right mix of ability, aspiration, and motivation. Our performance management process requires line managers to evaluate direct reports on alignment with the values, and those evaluations provide necessary inputs in discussions to calibrate employees' final performance ratings for the year. Our leadership team, role-models the values in their actions and decisions. Our leaders, both support and challenge employees to be their best, and have invested a great deal in exchanging feedback on a regular basis with employees at all levels of the organisation by leveraging a range of communication channels, including one-to-one meetings, town-halls, email, enterprise social network, even an in-house radio show, all of which keep employees informed about the challenges and opportunities facing the business. When you bring these practices together, you see how they drive a high-performance work environment and create an exceptional place to work like EMTS.

What structures are in place to promote EMTS' culture?

The entire spectrum of our people policies and processes is designed to support and motivate employees. We take a "Total Rewards" approach. Apart from financial rewards and recognition, this includes various non-financial rewards that make a positive difference in our people's work and personal/family lives. These include medical insurance and free company products such as data and airtime. We are constantly working to improve work-life balance. As an example, our leave policy accommodates different types of leave which take cognisance of the various circumstances in which people must take a break from work, including vacation, paternity, maternity, exam, and adoption-related leave. We also implemented a flexi-time policy that allows eligible employees to vary their resumption and closing times for defined periods of the year.

How does EMTS support professional development and career growth?

When it comes to development, our priority is to make employees effective: that is, to provide learning opportunities which are directly relevant to what employees do at work and will therefore make them contribute better to business performance. A lot of these opportunities to learn and develop comes through on-the-job experiences: how we achieve; what tasks are assigned to us and how we

The entire spectrum of our people policies and processes is designed to support and motivate employees. We take a "Total Rewards" approach.

handle them; how we collaborate with others on initiatives and projects; how we resolve conflicts; how we take the initiative and influence others; how we give and receive feedback; how we innovate; and so on. All of this is supplemented with formal interventions such as instructor-led training and e-learning. In 2017, we are also launching in-house coaching for employees who need it to surface inner strengths that will help them address identified performance challenges. As for career growth, we are impacted by the same economic, technological, and competitive pressures which have led big and small organisations around the world to self-design into leaner and flatter structures – so we stress vertical and lateral career growth opportunities. These opportunities may arise for different reasons, including vacancies, drastic changes in scopes of responsibility, and re-organizations. We also piloted an alternative Expert Career Track for technically inclined individual contributors, which will be ending in July/August 2017. The insights from the pilot will serve as critical inputs for final

design, adoption and implementation of the Expert Track as part of our overall career management strategy.

How does EMTS celebrate success?

We love success at EMTS. It's what drives us as a business. We celebrate success by linking it to our reward and recognition programs including the annual Chief Excellence Awards and the Empact Awards – a reward programme conducted monthly and quarterly to celebrate employees who have clearly demonstrated a chosen core value, based on both peer and management review. Of course, in the highly competitive environment in which we operate, success has never been more transient than now. That is why, for us, the only success worth recognising and rewarding is the one that ensures our continued survival and differentiates us from the competition across key corporate result areas.

Our business as it is

From inception till date



Eight years later, we are very proud of where we are

We have built on our core values and established ourselves as thought leaders

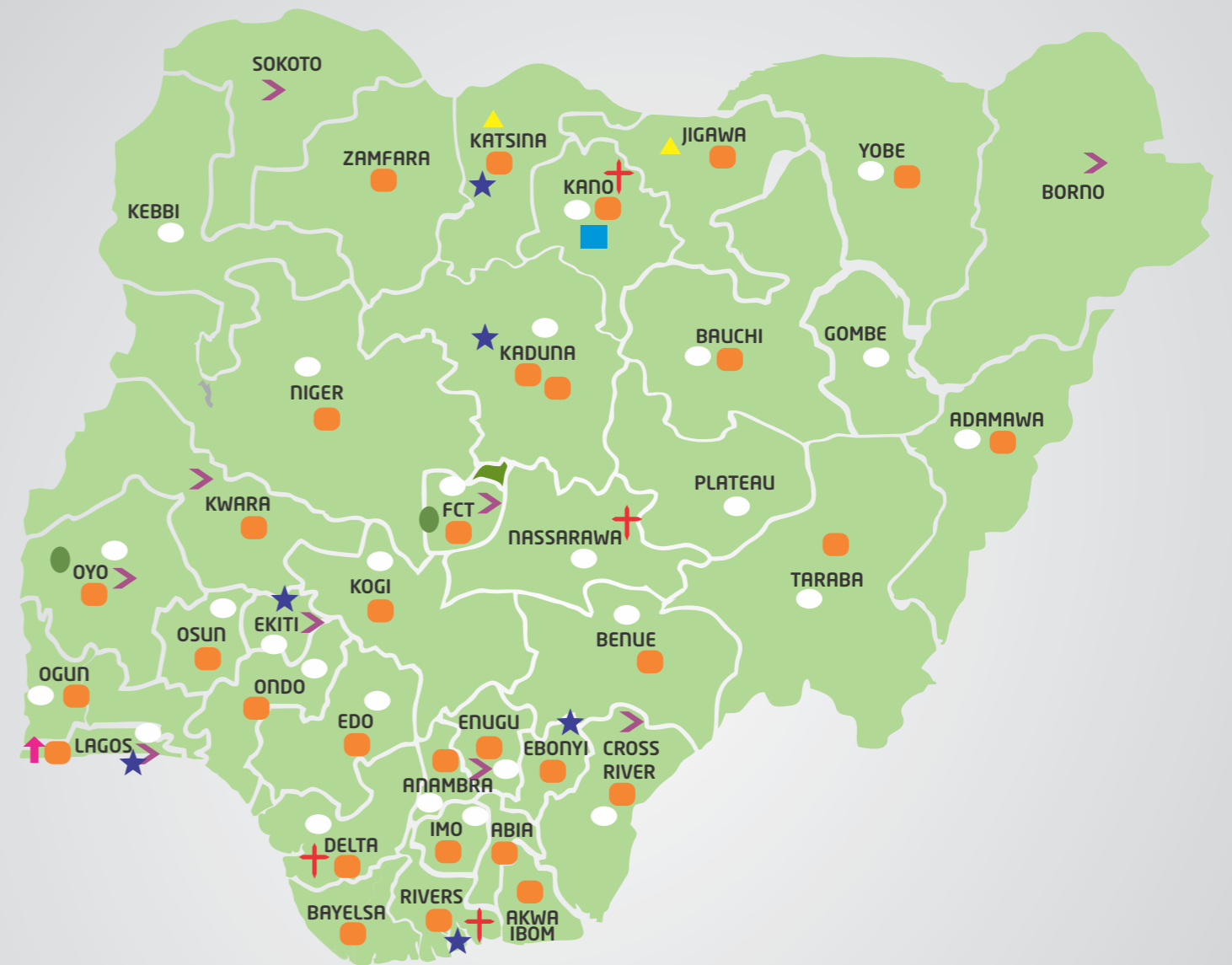
With a clear vision and mission in mind, we have continued to surpass our expectations

In 2008, EMTS joined as the 5th GSM entrant into the market

Products & services

morewallet	morelife	morecredit	Smartpak	9mobile GEM
moreblaze		moreflex	GT9savers	cliqLIFE
moretalk	morecliq	morebusiness		

Retail footprint



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

Figure 3: Our operational centers in Nigeria



Voice of the stakeholders

EMTS is

actually doing something worthwhile that other companies should emulate, and that is corporate social responsibility to the students and society at large. And most of these students are struggling to survive unlike during our own time when we were students. If you take a look at the cost of surviving nowadays, it is difficult for these students to meet up and [with] EMTS coming to our aid now, they have been actually assisting not only the students but the nation."

Dr Keye Abiona

Deputy Dean, Student Affairs, University of Ibadan Merit Awards

My name is

Maryam Ibrahim Magama, a 400 Level Computer Science student from Bayero University Kano. From my early education, I have always ranked first to the third position, so I like to read and maintain that top position. I have received the Merit Award twice; the first one when I was in 200 level, and the other one I was in 300 level. First, it was an encouragement – because I had to maintain a strong CGPA to get the next scholarship – and a motivation to fulfil my dream of being a successful woman in the IT world."

Maryam Ibrahim Magama

Bayero University, Kano Beneficiary, Merit Awards.

This program

is very helpful, especially in the situation we are now in Nigeria, where we are looking to every direction for a way to become more self-reliant. This program will help in developing local capacity, by helping institutions to train young engineers, so that our telecommunication industry can have workers directly from our institutions, without having to rely on foreign trainings and other foreign experts."

Muhammad Bashir Abdulrazaq

Beneficiary of the 9Mobile Telecommunications Engineering Postgraduate Programme Full Scholarship to Plymouth University, UK

There were

very few organisations that gave us the opportunity [to] sit at the table and talk through their value proposition. EMTS was the only mobile network provider in Nigeria that not only listened, but actually stepped up with complete support for the vision and what we were trying to do."

Okey Okuzu

CEO, Instrat Global Health Solutions Partner, M-Health Initiative

The partnership

between EMTS and Traffina Foundation started in 2015. We came together to work to reduce the high incidence of maternal mortality in Nigeria. The idea behind the project is to save not just the mother but the child as well. We want to really thank EMTS for doing that in 2015, and they went further in 2016 to provide more kits, with the vision to save more lives. So far, EMTS has been doing really well in this area, and through health talks they have targeted and reached 10,000 health care workers, men and women living in these communities that have been intervened in."

Chike Ahannotu

Program Officer, Traffina Foundation for Community Health Partner, M-Health Initiative

EMTS has

developed policy, processes, procedures and practices for the management of the environment in a responsive manner. They have demonstrated the environment is at the heart of their business decision. The future of this planet's resources depends on the responsible management of the environment; this is what EMTS has committed to by certifying to ISO 14001.

Adenike Akinbote

Certification Manager Bureau Veritas Nigeria Limited



Material Matters at EMTS

Stakeholder engagement



At EMTS, we recognise that our stakeholders are an integral part of our business. In line with international standards, we see our stakeholders as those on whom our business activities have an impact, and in turn, their decisions affect our operations.

Over the years, we have identified and prioritised our stakeholders – as can be seen in our 2014 and 2015 Sustainability Reports. In 2016, we maintained engagement with our stakeholders according to their identified boundaries as follows:

Stakeholder	Mode of Engagement									
	Fora	Social Media	Survey	Feedback desks	Letters/email	Meetings	Parliament	Roadshows	Newsletters	
Internal										
1 Investors						✓				
2 Employees	✓	✓	✓	✓						
External										
3 Government/Regulators					✓	✓	✓			
4 Consumers			✓					✓	✓	
5 Business partners			✓		✓					

Table 1: EMTS stakeholders engagement

What is material to our key stakeholders is material to us

Following from the material issues identified last year, our business strategy, stakeholder feedback and research into industry trends and guidance frameworks including the GRI and SASB, we identified 19 material issues in 2016 under 5 key areas outlined below.

Our values

Aspect	Aspect Boundary	
	Internal	External
Ethics & anti-corruption	Employees, investors	Government/regulators, business partners
Core values	Employees, investors	Business partners
Health & safety	Employees, investors	Government/regulators, business partners, consumers
Environmental footprint	Employees	Government/regulators
Competitive behaviour	Investors	Government/regulators
Corporate governance	Investors	Government/regulators, business partners

Table 2: Issues material to our values



Our people

Aspect	Aspect Boundary	
	Internal	External
Staff performance	Employees, investors	Government/regulators, business partners, consumers
Staff satisfaction	Employees, investors	Government/regulators, consumers
Employee pride	Employees, investors	Business partners, consumers

Table 3: Issues material to our people

Our quality

Aspect	Aspect Boundary	
	Internal	External
Network quality	Employees, investors	Government/regulators, consumers
Data service	Employees, investors	Government/regulators, consumers
Managing systemic risks from technology disruption	Employees, investors	Consumers

Table 4: Issues material to our quality

Our consumers

Aspect	Aspect Boundary	
	Internal	External
Data privacy & security	Employees, investors	Government/regulators, consumers
Customer satisfaction	Employees, investors	Government/regulators, consumers
Pricing & tariff	Employees, investors	Government/regulators, consumers
Digital inclusion	Employees, investors	Government/regulators, consumers
Public perception	Employees, investors	Consumers

Table 5: Issues material to our consumers

Our investors

Aspect	Aspect Boundary	
	Internal	External
Economic value	Employees, investors	Government/regulators, consumers, business partners
Social investments	Employees, investors	Government/regulators, consumers

Table 6: Issues material to our investors

In our 2015 Sustainability Report, we defined our methodology in determining materiality, by clearly defining who our stakeholders are, as well as each element that is of importance to our operations. While the definition per stakeholder group holds, we have increased the scope of what is important to our operations as follows:

- **Relevance in 2016:** Based on the premise that there are existing policies within EMTS that guide its operations in line with best practices, we looked at the identified material issues against new policies/procedures that were introduced, or existing policies/procedures that were revised in 2016.
- **Impact:** Issues that are prioritised are those with resulting effects on the business. Here, we measured the issues based on the significance of that impact.
- **Industry standard:** In comparison to other telecommunication companies within Nigeria, we

analysed the material issues raised for relevance in the industry, with due consideration for international standards.

- **Local context:** Certain issues become topical which are unique to the Nigerian economy. Here, we considered material issues considering these nuances, factoring in evident responses to these issues. Consequently, based on responses from stakeholder engagement sessions, industry research and an internal assessment from high level management, our material matters for 2016 have been prioritised as follows:

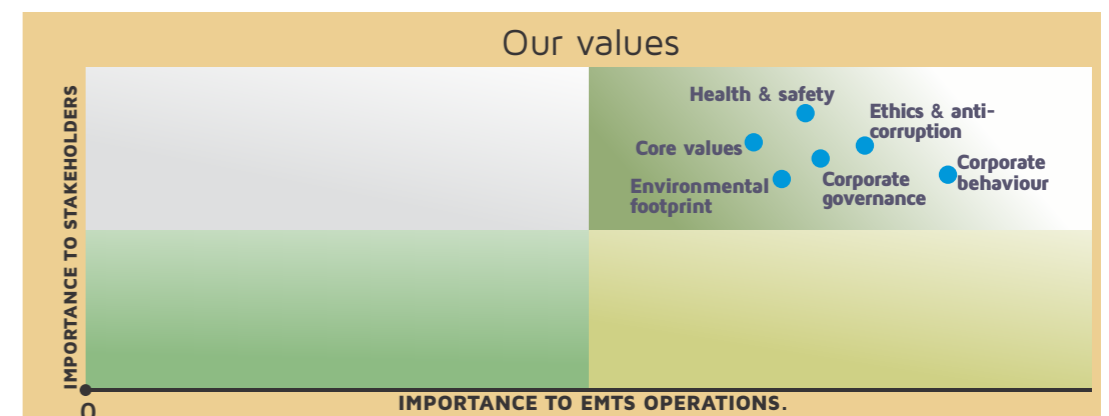


Figure 4: Issues material to our values



Figure 5: Issues material to our people



Thinking and Acting Responsibly

We consider our responsibility to all our stakeholders as critical to the success of our business. We, therefore, strive to enforce the right values across our operations to ensure that we operate in line with internal and external regulations, maintaining the highest level of accountability always.

Ethics & anti-corruption

To ensure strict compliance with the tenets of business responsibility, we conduct an annual audit on all our operations. We subject the different business units to various risk assessments to determine possible areas of vulnerability, especially matters that have been flagged in the past. Once we aggregate our findings, an audit plan is sent to the management for review, and for necessary actions in mitigating risks.

We go a step further by allotting deadlines to all identified issues, and perform periodic tracking to see that they are fully resolved. Because we keep constant records of all such issues and attendant updates, we ensure that

all business units remain accountable and make the necessary efforts to mitigate risks to their operations, and to our business.

Furthermore, we have zero tolerance for corruption, and we work to stamp it out in all our locations. Hence, we prioritise the expertise of our staff in managing risks related to corruption, which led to us conducting a training on Fraud Testing; Integrating Fraud Detection into Audit Programmes for internal audit staff, and training our drivers on understanding what corruption means and its effects on the business and their families.

By way of ensuring all stakeholders understand our stance on corruption,



Figure 6: Issues material to our quality

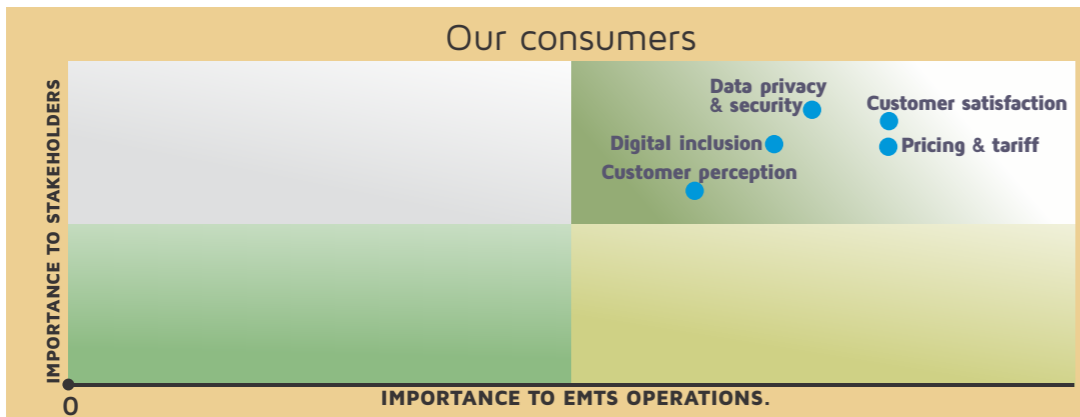


Figure 7: Issues material to our consumers

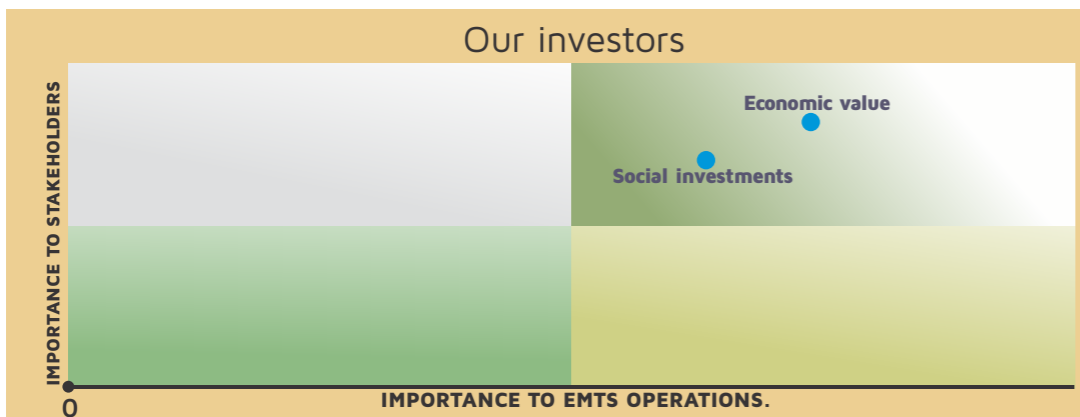


Figure 8: Issues material to our investors



we conduct trainings for all staff every two years. For our new staff, the curriculum for the induction training emphasises the compliance code, which is also made available to each employee, and is hosted on our website and e-tranet. We also push the messages contained therein to staff through periodic messages like our compliance comic which was introduced in 2016.

For external stakeholders like our suppliers and business partners, we include all provisions in our ethics and compliance codes in our agreements, and follow these up with letters, especially during the festive season. In addition, we educate our business partners on how to report any identified corrupt actions – along with our staff – through our whistleblowing (WB) channels.

In 2016, we reported the following on our whistleblowing channels:

Medium of reporting	Number
Phone call to WB line	nil
Verbal discussion with Director, Internal Audit (DIA)	2
Mail to DIA	2
E-mail to WB e-mail address	2
WB boxes	nil

Table 7: Our whistleblowing channels

Core values

Our core values stand as the five pillars that uphold our business. From inception till date, all our activities begin and culminate in strict adherence to the guide that our core values provide, and we are confident enough to say that this is why we have not only

survived, but still thrive. Our 5 core values came alive for us in 2016 in the following ways:

Teamwork: Working together is the only way to attain the heights that we have envisioned for ourselves. EMTS staff are, therefore, encouraged to work in teams to fulfil not only their core mandate, but to create additional value for the society and for the environment. We, therefore, encourage cross-functional participation in company projects, and ensure open lines of communication across all business units.

Integrity: Our goal is to keep every promise we make. From our products and services, to contracts and agreements, we strive to ensure that we deliver on what we have promised. Our customers, employees and business partners, therefore, trust what we say, and maintain good business relationships with us.

Passion for excellence: We do nothing in half measures at EMTS. We strive to be the best at what we do, and we will never cut corners on our way to the top. We subject our processes, procedures and outcomes to the strictest levels of quality assurance to ensure that we are in full compliance to existing regulations, whilst maintaining the standard of excellence we are known for.

Growing our people: Internally and externally, we are always excited to identify, build and reward talent. Through various professional learning

and development tools, as well as community initiatives focused on talent management and skills acquisition, we believe that we can harness the unlimited potential inherent in Nigeria's vibrant human capital.

Empowering our people: Providing a platform for our people to succeed will always be important to us. We take immense pride in knowing that we give thousands the opportunity to grow in their careers or to build their ideas from dreams to reality.

Health & safety



A healthy environment will certainly spur productivity. We, therefore, ensure that all our offices and locations are safe not only for employees, but also for our valued customers, business partners and visitors. Through our 250 safety champions – comprising 14.5% of our employees from various departments across all regions – we keep our eyes and ears trained on potentially harmful situations, and respond speedily when accidents or

Energy consumption

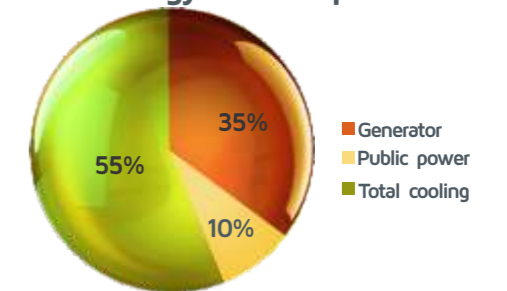


Figure 9: Energy consumption

potential incidents are identified.

Furthermore, we employ the Occupational Health & Safety Assessment Series 1800:2007, which allows us to identify and control health and safety risks, reduce our potential for accidents, and improve our overall performance. As a result, we are proud to report zero (0) injuries, occupational diseases or work-related fatalities at all our facilities in 2016.

Environmental footprint Performance Highlights

- 27% of kiosks transitioned to solar power
- 36KWH reduction in energy consumption per day
- 17 departments ISO14001:2014 certified
- Zero (0) fines/sanctions in 2 years
- 11 EIA certificates received

Energy Consumption

We remain conscious of our environmental footprint, and work towards reducing our energy consumption. Since the sale of many of our sites in 2014, we have had the opportunity to focus our attention on our offices, shops and retail centres across the region to effect energy saving mechanisms. As such, we constantly communicate to employees the various ways we can imbibe



Appliance	Wattage (W)	Quantity	Total Wattage (W)	Operating hours	Kilowatt Hour	Cost (NGN)
Computer	120	2	240	10	2.4	30
Monitor	80	2	160	10	1.6	20
Bulb	60	4	240	10	2.4	30
Printer (Deskjet 2600)	40	1	40	10	0.4	5
A.C (1.5 HP)	1500	1	1500	10	1.5	187.5
Wall fan	80	1	80	10	0.8	10
22-inch LEDTV	100	1	100	10	1	12.5
Total			2360		23.6	295

Table 8: Energy consumption

environmental responsibility into our corporate culture. We, therefore, look forward to measuring and reporting reductions in energy consumption in coming years.

At our few remaining sites, we recorded total energy consumption – including public power supply, generator and cooling – of 82,692,078.13KWH, at a conversion rate of 0.85, as broken down in the pie chart above.

Energy Reduction

In 2016, we made concerted efforts to reduce our energy consumption by replacing shelters, indoor cooling and higher generator capacities with transmission equipment like the Open Service Node (OSN), and the Aeronautical Telecom Network (ATN) at our outdoor sites where a fibre connection is required. Furthermore, we introduced fuel usage and eco saving cooling devices – including outdoor sites cooling system – to further manage energy consumption. The resulting effect is that we have reduced energy consumption per site

per day by about 36KWH.

Besides raising awareness among staff on tips for saving energy, such as turning off all appliances not in use, we have also made active efforts as a business by transitioning 25 of our 92 kiosks to rely on solar energy. With the limited public power supply available, and the impact it had on data back up, we realised this was a critical need that would not only benefit the environment, but would equally help us manage our resources better, considering the rate of power consumption at the kiosks.

Managing our Environmental Footprint

To effectively manage our footprint, we recognise the need to comply with all local and global frameworks that guide responsibility. In 2016, we, therefore, measured our performance against these indicators to ensure compliance with all regulations, and this is what we found:

Status	Rating
Total requirements	25
Full compliance	24
Partial compliance	1
No compliance	0
Total compliance level	96%

Table 9: Managing environmental footprint

We evaluated our processes and procedures and found that our only area of partial compliance was in the noise level at our sites. From our experience, it has been a herculean task to keep within the regulated noise level, more so that there are other factors contributing to ambient noise. We have, however, maintained noise levels of 65 decibels (dBA) by ensuring that our generators are well-serviced, that worn out generators are replaced, and by deploying hybrid power solutions where applicable. We will continue to monitor our noise levels to ensure we manage the situation appropriately.

From managing waste, reducing our impact on the soil, water and the ozone layer, to conducting mandatory and voluntary audits on all our sites, we remain in full compliance with the regulations from the Federal Ministry of Environment, National Environmental Standards and Regulations Enforcement Agency (NESREA), Nigerian Communications Commission (NCC), and Ministry of Communication Technology (MCT). This is further evident in the fact that we received zero (0) fines or sanctions in the last two years.

Furthermore, we received our ISO14001:2004 certificate in 2016, and we subject our Environmental

Management Programs to its guidelines. We conducted an audit on 17 departments within the business to identify operations with significant negative impacts, and to what extent. We then subjected our processes to external auditors who validated our findings. Our intention is to take this a step further by embarking on a surveillance audit so we may upgrade to the newest standard, ISO14001:2015.

Due to the nature of our business and its required infrastructure, we are conscious of the potential impact of our activities in adversely affecting the natural conditions of our host communities. We, therefore, ensure that before we carry out any of our activities, we assess the area for potential impact; and once we commence, we carry out environmental monitoring and spot checks. Consequently, in 2016, we received our audit certificates from NESREA for 42 of our sites, and Environmental Impact Assessment (EIA) certificates for 11 of our sites.

Competitive behaviour

EMTS is committed to ensuring a just and equitable operating environment for all stakeholders within the industry. In 2016, we, therefore, pursued legal action in relation to anti-competitive behaviour by the dominant service provider in the industry, which was in clear violation of the NCC's regulations. We, however, cannot present details of matter relating to the suit for legal reasons, but are committed to pursuing a fair outcome for all stakeholders.



At EMTS, while we maintain healthy competition with other service providers, we equally adopt an inclusive and participatory approach to moving the industry forward. Locally, we continue to play an active role in promoting more innovative, cooperative and efficient use of resources. In 2016, we were part of the Industry Working Committee (IWC) created by the NCC for the development of a legal and regulatory framework on National Roaming and Active Infrastructure Sharing (AIS) in Nigeria. In furtherance to this, successful AIS trials were conducted between EMTS and another licensee of the NCC, under its supervision.

Also, within our operations, we secured approval to re-farm a portion of the 1800MHz spectrum for provision of 4G/LTE services in 2015. A consequence of this approval was the eventual launch of 4G/LTE services on

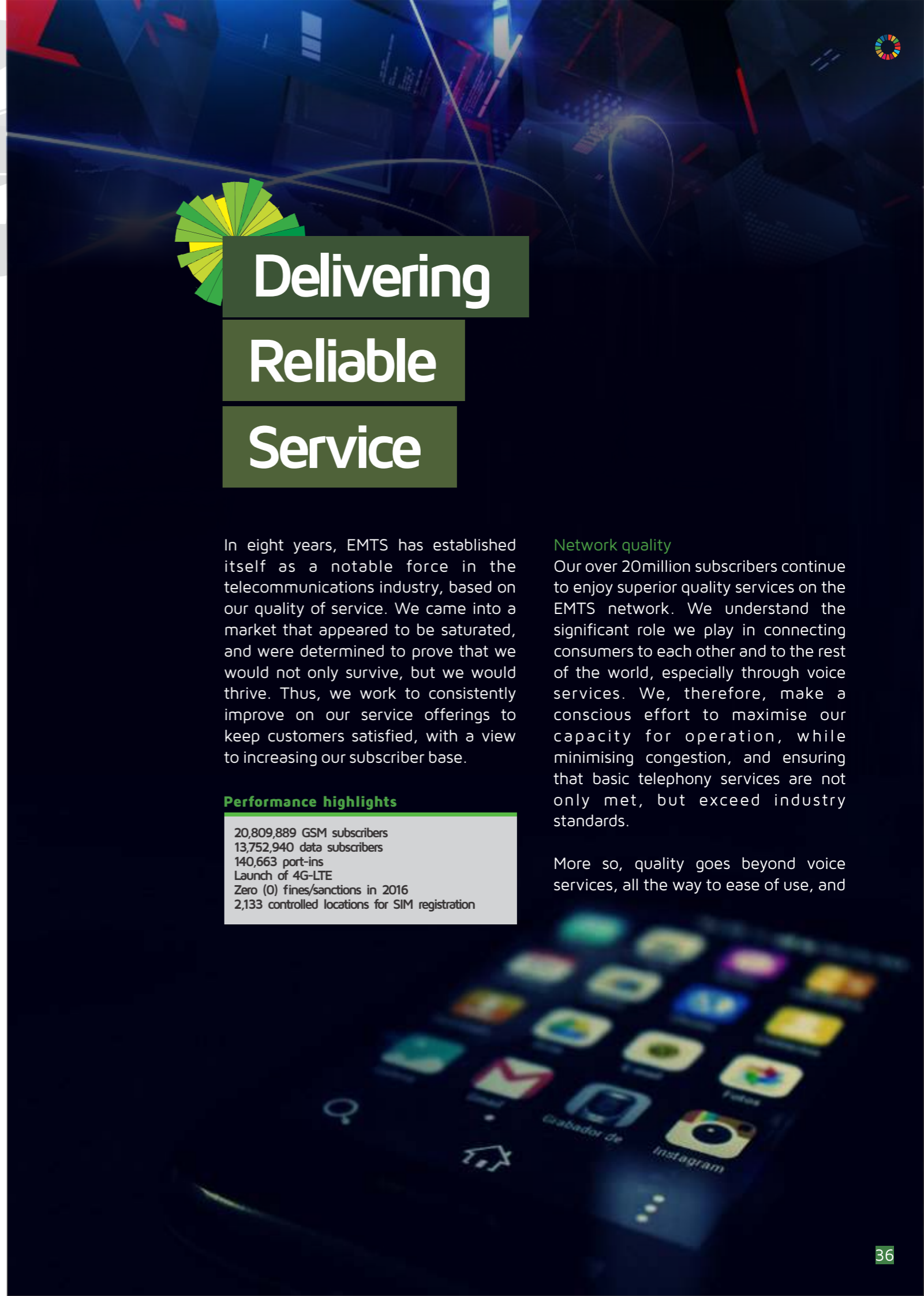
the re-farmed spectrum in 2016.

In keeping with our own responsibility within the industry, we ensured full compliance with all regulations in 2016 – encompassing directives from the global head office, our internal management board, and our regulators. We are happy to report that we recorded no sanctions because of our robust compliance system, where we check our performance against all requirements on either a month or quarterly basis, as applicable.

Noteworthy in this regard were the directives from the NCC on the implementation of the Do-Not-Disturb (DND) service to subscribers who wish to opt out of receiving unsolicited messages/calls. In this case, we worked to effectively and consistently communicate the protocol for activating DND to all our customers.



We strive to maintain engagement with the leadership team, right up to the highest rank. As such, in 2016, we held 10 board meetings to deal with crucial matters as they arose during the year.



Delivering

Reliable

Service

In eight years, EMTS has established itself as a notable force in the telecommunications industry, based on our quality of service. We came into a market that appeared to be saturated, and were determined to prove that we would not only survive, but we would thrive. Thus, we work to consistently improve on our service offerings to keep customers satisfied, with a view to increasing our subscriber base.

Performance highlights

- 20,809,889 GSM subscribers
- 13,752,940 data subscribers
- 140,663 port-ins
- Launch of 4G-LTE
- Zero (0) fines/sanctions in 2016
- 2,133 controlled locations for SIM registration

Network quality

Our over 20million subscribers continue to enjoy superior quality services on the EMTS network. We understand the significant role we play in connecting consumers to each other and to the rest of the world, especially through voice services. We, therefore, make a conscious effort to maximise our capacity for operation, while minimising congestion, and ensuring that basic telephony services are not only met, but exceed industry standards.

More so, quality goes beyond voice services, all the way to ease of use, and

how we make our customers feel when they interact with us. We believe this is what gives us a competitive advantage in the industry, because we do not just accommodate customers' needs, we anticipate consumers' future demands. We have committed ourselves to doing all it takes to improve on the quality of our service, and we will not rest on our oars.

Data service

2016 saw the introduction of the much anticipated 4G-LTE, with limitless possibilities. With this introduction of faster internet, our goal was to provide reliability in digital services, considering the direction in which the world has evolved and will continue to. Although this service is not yet available across all states in all regions, we are confident that it will spur a burst of productivity, and infuse Nigeria's digital ecosystem with life.

Furthermore, building on our reputation of being a 'data-centric' network, we hope to increase internet penetration in Nigeria from its current 46% by providing more reliable solutions that will increase connectivity across urban, semi-urban and even rural areas. Through our variety of products and services, we hope to increasingly focus on giving consumers what they want most: more value for money.

Managing systemic risks from technology disruption

A major topic in the telecommunications industry that cannot be avoided is reliability of



service. It is our responsibility as a service provider to ensure that there are no interruptions or disruptions in the services our customers enjoy, and this remains a priority for us. Consequently, we designed and implemented a Business Continuity Management (BCM) programme to ensure that we can effectively and efficiently respond to any such incidents which may or are likely to occur.

We took this a step further by conducting simulation exercises in Lagos and Abuja, to ensure that activities to be undertaken in the implementation and management of BCM were well understood, including individual and collective responsibilities. As such, we are confident that should an incident occur – or potential incident be reported and/or flagged – our staff are well-equipped to resolve this, without causing business interruptions.

There are several activities covered under the BCM process which include monitoring and intelligence, emergency response, crisis management, incident management, business recovery, IT and network emergency response, and IT and network systems recovery. More so, the programme clearly spells out the responsibility of key members of staff including the Chief Executive Officer, Chief Financial Officer, Chief Marketing Officer, Chief Technology Officer, Chief Product & Information Officer, Chief Human Resource Officer, Vice President, Regulatory & Corporate Affairs, Vice President, Consumer Sales

& Services, and the BCM Owner. These are done with the singular aim of protecting our quality, consumers and other stakeholders.

In 2016, during the festive season, we experienced a power outage in one of our data centres which would have had a significant effect on certain consumers' abilities to enjoy service on the network. However, the BCM process kicked into gear, leading to a successful resolution in the shortest amount of time.



introducing a world with no limits

However, because we are still in the nascent stages, we have opted to roll out 4G-LTE in phases, beginning with areas we have noticed high internet penetration and a concentration of 4G-enabled devices. We have, therefore, rolled out the service in the entire Lagos metropolis, and continue to make moves towards the suburbs. Beyond Lagos, we will commence roll out in major cities until we cover the entire country.

Ultimately, while we have designed services around 4G, the true possibilities are limitless. We have designed a product that puts the power in the hands of our customers to create endless possibilities with benefits including:



Undoubtedly, we are deeply entrenched in the digital era where most processes are automated, or technology-driven. To thrive in such an environment, users require steady, reliable and quick access to information, which is in fact the life blood of innovation and technological advancement. In recognition of this, EMTS has continually designed products and services that anticipate and squarely meet such consumer needs, as can be seen in the introduction of 4G-LTE services into the market in 2016.

The 4G-LTE provides very reliable and superior quality mobile broadband access on the widest variety of smartphones in Nigeria. While our intention was to introduce high speed data and quality voice services to consumers, our move has caused invaluable impact on technological advancement – and consequently, everyday life.

In addition, because we had since anticipated the need for 4G-LTE services in Nigeria, we positioned ourselves to have the advantage of providing LTE-ready SIM cards to customers; a decision that further strengthened our desired position as a customer-oriented telco.

Furthermore, through our spectrum refarming, we leveraged on our existing resources, and efficiently managed the cost of the transition. Rather than incur costs in obtaining a new spectrum – and ultimately building and maintaining more base stations – we innovatively, with the approval of the NCC, re-farmed 5MHz within our 1800MHz spectrum assignment and appropriated this to provide 4G LTE services.

- Faster internet speed: 4G/LTE offers speeds up to 5 times faster than the speed of 3G for both uploads and downloads. With this, our subscribers can do a lot more on their devices in a shorter time
- Quality of experience: Due to the superiority of data rates on 4G over 3G, our customers can enjoy higher quality video streaming on 4G. They can also stream HD videos with ease and make crisp, clear, high quality video calls
- Ease of use: We were 4G-evolution ready from the day this service was launched in the market by ensuring that all our SIM cards are compatible with 4G LTE technology; therefore, ensuring that our customers do not need to change their existing SIM cards before they can enjoy 4G services
- SME growth: EMTS 4G/LTE service has also contributed significantly to the growth of SMEs in Nigeria through its SME Arena solution which allows faster and more efficient interaction between SMEs and their customers.

The 4G-LTE is unique in the sense that it allows you to do even more of what you do best, and propels you to do it even better. We are telling our customers with 4G to push the boundaries, use the service to the maximum that they can imagine, and then tell us what 4G-LTE does for them personally. With 4G-LTE, the customer is the innovator.

Ikenna Ikeme
 Director, Regulatory and Corporate Social Responsibility
 9mobile



Demonstrating accountability at every turn



Our customers are at the heart of what we do at EMTS. As a youthful brand, we came into the market with products and services that speak more to the younger generation, constantly making sure to evolve with the times. However, we understand that beyond products and services, our customers are concerned with how we make them feel. Hence, we remain committed to creating the ultimate experience on the EMTS network.

Performance highlights

Zero (0) substantiated claims of breaches of privacy 85.3% customer satisfaction.

Launch of my9mobile app with 300,000 downloads at inception



Data privacy & security

Since the introduction of SIM registration by the NCC, efforts have been made to ensure data privacy and security for our customers. Before 2016, SIM registration could be done in any of our experience centres or mobile shops. However, in 2016, the NCC directed that controlled environments – permanent structures – should be used to reduce incomplete or defective registration. We, therefore, worked ahead of the deadline to:

- conduct revalidation, and upgrade where necessary, of all existing SIM registration outlets in order to ensure their compliance with the specifications listed under the directive
- provide geo-fencing for our Point of Capture (POC) devices to specific locations, to restrict the use of such devices at unauthorised locations
- implement a more effective account management process of our partners and agents, with the introduction of new requirements such as the use of guarantors, imposition of penalties, and denial of access for any partners or agents responsible for any infractions or variation to the rules
- implement an enhanced compliance monitoring system.

Furthermore, we have thorough processes in place to guide a customer taking an action on a SIM. We use various core and supplementary questions that are unique to customers' profiles to verify ownership of the SIM, and all our agents have been equipped with the requisite knowledge to follow this process through.

Customer satisfaction

In everything we do at EMTS, customer satisfaction is the driving factor. We constantly strive to feel the pulse of our customers so that we can tailor our services to meet their exact needs. Consequently, in 2016, we had internal surveys carried out daily at our call centres, and quarterly surveys carried out by an external consultant with their scope covering products, customer satisfaction, network quality and coverage, and data services. While our goal for customer satisfaction – CSAT – is 80%, we are proud to report that we achieved 83% on our internal review, and 84% on our external review, using a widely used approach to scaling stakeholders' responses in our research survey.

We also measured customer dissatisfaction – DSAT – in 2016, and closed out at 4.1%, above our target of 2%. This was largely due to difficulties in data collection which have now been resolved. We have, however begun to address the issue with physical agents calling to provide guidance and to increase engagement with the customers, with follow up calls to inquire on how we can do better. During these calls, we ask about overall satisfaction, their experience on the network, how helpful, knowledgeable and friendly the agent is, and if the issue has been resolved. When a customer is satisfied, we close out the process; if not, we probe further to discover and document how we can be better.

We also maintained interaction on our social media sites, and via email and



telephone, we studied the trend that has obtained in the past 4 years, and discovered a significantly larger percentage of customers wanted to speak to a call centre agent in resolving issues. So, we looked at the top then issues raised during such calls, and redesigned our Interactive Voice Response (IVR) to provide ready solutions. This reduced engagement with agents by 40%.

In total, we had 149,331,124 engagements with customers across various touch points, broken down below:

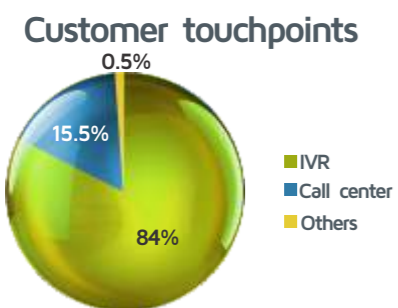


Figure 10: Customer touchpoints

Other channels were email, Twitter, Facebook, Webchat and Instagram. Of the total calls that made it through to call centre agents, we broke down the nature of the issues to identify areas of improvement as follows:

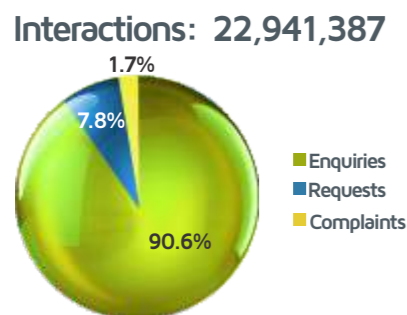


Figure 11: Nature of issues to call center agents

On our social media sites, we also measured average resolution time for

complaints, beginning from initiation to close out as follows:

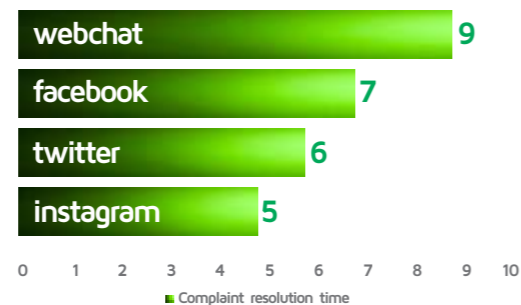


Figure 12: Average resolution time for complaints on our social media sites

Beyond virtual engagements initiated by the customer, we are committed to hosting our valued customers to yearly fora. In 2016, we engaged customers – fully representative of small spenders, High Net-worth Individuals (HNIs), data users, voice users, and nominations from the retail teams – in Abuja, Benin, Uyo and Lagos – with an average of 150 participants per location; save Lagos which had about 300. Feedback from customers at the engagements was mostly positive, and we ensured that we communicated our efforts at resolving issues raised in the past. With the Chief Executive Officer and other members of the Executive Management Team present, we strove to show our customers that their interests are at the fore of the organisation's goals and values, and will always be.

Pricing & tariff

The telecommunications industry is certainly competitive on the matter of pricing. EMTS, however, does not sacrifice quality for low pricing. In delivering excellent services, we adopt fair pricing in line with regulations provided by the NCC. We are proud to

be known as the telco that delivers on what we promise particularly relating to bonuses, or value received from selected tariffs. We do, however, look forward to policies and regulations on pricing that allow smaller operators to thrive, and are poised to leverage on these in the future.

Digital inclusion

In meeting customers' needs, feedback has shown the need to simplify customers' efforts to engage with us over everyday transactions. For us, the answer was simple: go digital. We were, therefore, very excited to introduce a cutting-edge app in 2016, a full-service platform dedicated to providing access to information and communication technologies to users, and to allow customers to singlehandedly manage their lines and preferred services.

The launch of this app has been an exciting journey for us with over 450,000 downloads, 5 million transactions, and 80% satisfaction rate as targeted, since its launch in October 2016.

The my9mobile app is a revolutionary tool that positions EMTS as a leader in digital innovation. Our goal is to continue to improve on the app, and introduce features that meet users' expectations; particularly in today's digitalised economy, such as:

- Enhancements to corporate bill payment
- Touch ID/finger print integration
- New moreflex buffet exclusive to app users
- Refer & earn functionality

Integration with contact address book

Public perception

Being a progressive organisation with aspirations to be the best in the industry, our reputation as a business is critical to us. Our goal to be the telco of choice is premised on our ability to project our core values, and to increase Top of the Mind Awareness (TOMA) of our invaluable offerings. We, therefore, undertake a quarterly review called the Brand Health Tracker, to assess the attainment of our brand objectives, via a set of Key Performance Indicators (KPIs).



Figure 12: Brand health

We did record our highest scores for TOMA among the younger age group, and experienced an increase in positive awareness. We have noticed the need to improve our communications on our value proposition relating to products and services, and social investments, and look forward to reporting stronger results in future reporting years.



Respecting and supporting our people



Our entire business is built on the hard work and dedication of **our people**. We are firm believers that we are only as good as our team, and we work assiduously to engage the best talents available, and hone their skills for both their personal and professional development.

86% performance excellence index
1,721 employees
29:21 male to female employees

Ratio of male to female employees

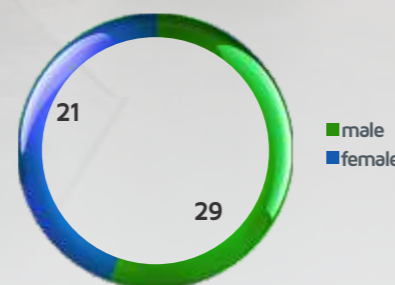


Figure 14: ratio of male to female employees

Staff performance

EMTS remains an equal opportunity employer, providing a level playing field for talent, irrespective of gender, religion or tribal classification. Consequently, we subject all staff to performance reviews twice a year – mid-year and end of year – to determine areas of strength, development needs, and expectations of the business. With a headcount of 1,721, employees who went through this performance review have been reflected below. With 100% of employees receiving performance and career development reviews in 2016 – 998 male staff and 773 female staff – personal development and functional training courses were then designed per employee's identified needs, culminating in an average of 5.87 hours per employee.

Employees are also encouraged to take initiative and grow their careers within the company by being assigned to, or taking part in, intra- and cross-functional projects.

It has been great working with the EMTS family where my career has greatly improved and has also brought out the best of my skills and talents. I sincerely hope to carry on the good work come next year. Thank you, EMTS, for the opportunity to work with you. EMTS is the best place to work. I can go an extra mile to get my work done.

Performance review by gender

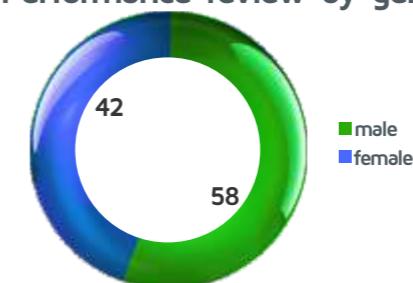


Figure 15: performance review by gender

Training hours per gender

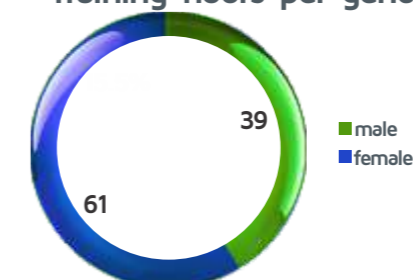


Figure 16: Training hours by gender

Staff satisfaction

We maintained all our reward schemes to staff, and made good on our promise to introduce a flexi-time scheme. On flexi-time, our people may choose their own working hours, provided they dedicate the required 9 hours within a pre-approved time band. While a larger proportion of the business has retained regular working hours, the smaller percentage enjoy the opportunity to manage their families better, and are no longer pressured to join the daily rush hour commute.

We also worked to improve our engagement with employees by meeting with different teams to understand their challenges. With a participation rate of 95%, we recorded 75% on our Employee Engagement Index, and 86% on our Performance Excellence Index. Findings from this engagement showed that our people



feel that their opinions are heard, their efforts are rewarded fairly, their productivity is recognised, and that there is a good culture of feedback that leads to optimised productivity within the business.

values on a monthly, quarterly and annual basis. These nominees are then reviewed by the responsible committee – Human Resources team for monthly awards; cross-functional team for quarterly awards; and senior management for annual awards – and winners are announced and rewarded.

In 2016, the Regional Sales Team boasted the highest number of individual winners, and came out on top on the team level. In addition, we discovered that, often, passion for excellence tends to be the most prominent of the values that are extolled.

A big 'Thank you' to our leadership for keeping our work environment conducive despite all the challenges faced this year. I am confident enough to state that EMTS should go for the global good-place-to-work endorsement.

EMTS is a great place to work. I am indeed proud to be a part of the great things happening here. EMTS believes in her people and I take pride in that. I have worked in EMTS for 8 years and I am proud to be associated with this family.

Going into 2017, our commitment to our people is as follows:

- With 2017 projected to be a tough year for business in Nigeria, our people strategy is focused on sustaining positive workplace experiences for employees. A big part of that focus is ensuring that we maintain our "Total Rewards" philosophy of encouraging, supporting, and motivating employees through financial rewards (such as pay) and non-financial rewards (such as medical insurance, work-life balance, and so on).
- Recognition is deeply embedded in our organisational DNA. So, we will continue to recognise and celebrate individuals and teams on a monthly, quarterly and annual basis for living our core values while moving the business forward.
- We will also invest in providing learning opportunities through formal and informal methods (e-learning, in-house faculty, coaching, webinars, etc.) that tie specific learning interventions for employees to the most important

performance challenges and opportunities facing the business.

We will further strengthen our overall career management strategy during the year. We will do this by consolidating existing job rotation practices across the business into a company-wide policy that boosts internal mobility opportunities for employees. We will also formally adopt an Expert Career Track for technical employees who seek to deepen their expertise in a domain, applying insights from a year long pilot to improve implementation while also exploring possibilities of extending this specialist track to other areas of the business.

Employee pride

EMTS has built on its strengths as an employer of choice, recording minimal impact on turnover. We are easily able to replace vacant positions as quickly as necessary because we offer a thriving, productive and healthy environment for focused career growth.

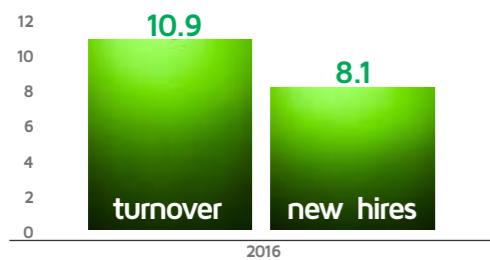


Figure 17: EMTS turnover and new hires proportion in 2016

In addition, we offer a reward system that shows employees that innovation, team work, and productivity will always be celebrated, called Empact. Staff are encouraged to nominate their peers who are consistently showing our core

2016 monthly & quarterly recognition: individual winners by function

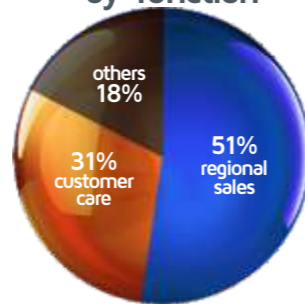


Figure 18: 2016 monthly & quarterly recognition: individual winners by function. EMTS turnover and new hires proportion in 2016

2016 monthly & quarterly recognition: team winners by function

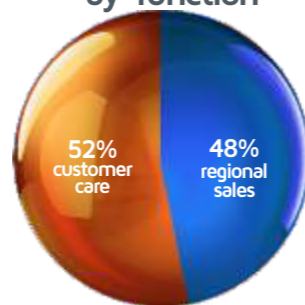


Figure 19: 2016 monthly & quarterly recognition: team winners by function.



Addressing global sustainability in the local context

Our commitment to **our investors** is to create value for the business. As a recognised thought leader within the industry, we are fully persuaded that the only way to create lasting value is to incorporate the tenets of sustainability – economic viability, environmental stewardship, and social responsibility – into our core business.

Performance highlights

Over 3,000 SMEs reached since inception
Over 3 million students impacted in 6 years
Four 9mobile telecommunications engineering
Postgraduate programme students graduated
in 2016

Economic value

For us, our sponsorship platforms represent a strategic opportunity to increase value for ourselves by spurring economic growth and productivity in the society. Because we have built our approach around our core business and the values we stand for, we believe that by providing a platform for others to grow, we do not only better connect with our audience, and increase customer loyalty, we create a caste of progressive and productive innovators and entrepreneurs who will create value for us in due course.

Consumer segments

Over 600 smartphones, 8 brand new cars, over 50 laptops, 10,000 t-shirts, 20,000 pens, 2,000 school bags, 1,000 face caps were invested.

Prize for Literature

The Prize for Literature was introduced in 2013 as a vehicle for EMTS to promote its passion for communication,





for art, and for nurturing talent. With the objective of bridging the gap between talented writers and the world, by providing a platform for expression and promotion, the Prize has kick-started the careers of a lucky few including Yetunde Omotosho, Sogenziwe Mahlangu, and the most recent winner, Fiston Mwanza Mujila.

<p>As we anticipate a winner for 2016, shortlisted candidates can look forward to:</p>				
E15,000GBP	Mont blanc pen	All expense paid fellowship at University of East Anglia	3 African cities book tour	1,000 copies of their book purchased and distributed across Africa

Table 10: Prize for literature

It is our intent that the Prize for Literature will encourage book reading culture within African societies, inspire and motivate young writers, and support the publishing industry in achieving its mandate to promote excellence.

Prize for Innovation

Innovation is a cause that is certainly dear to our hearts at EMTS. We will, therefore, always strive to identify innovative ideas and nurture them through our Prize for Innovation.

Grand prize	Most innovative product N5,000,000	Most innovative idea N2,000,000
Judges	Adia Sowho Ekechi Nwoka Seyi Taylor	
Winning idea	OneMedical: digital cloud-based health records platform, by Adegoke Olubisi	DressesByAloli: Online clothing line, by Tobiloba Ajibola.
Partners	Lagos Business School Intel Hub	

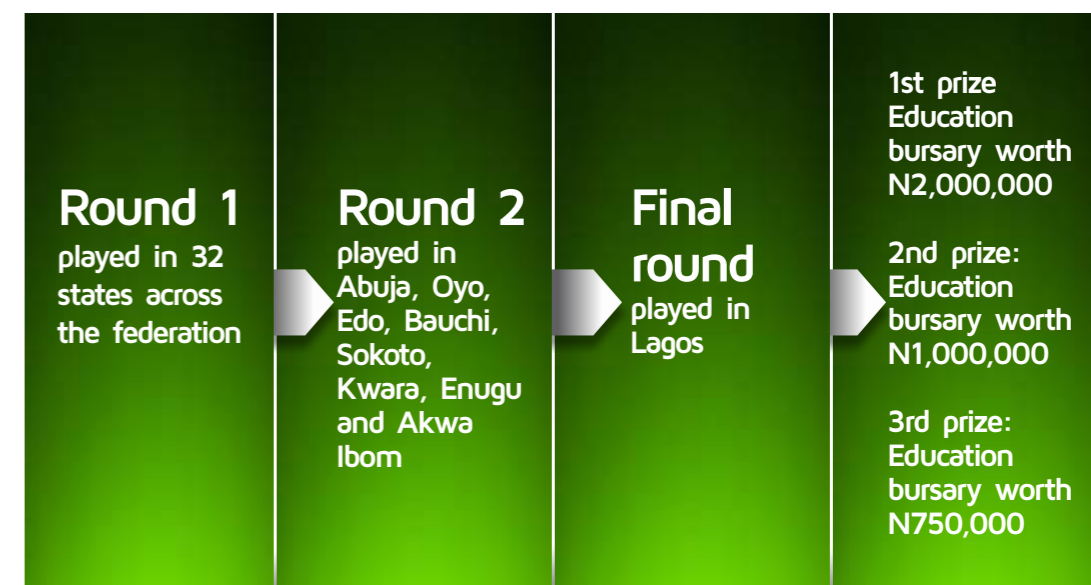
Table 11: Prize for Innovation

Update: Tobiloba has now set up her website, and Adegoke has moved into his office space in Lekki, Lagos. We will continue to follow up with them, and remain dedicated to empowering other youth to think outside the box and ready themselves for opportunities.

School Cup

For the second time, our School Cup was conducted on a national scale, in collaboration with the Nigerian Schools Sports Federation, under the Federal Ministry of Environment.

The School Cup aims to provide support for education in sports by identifying



9mobile School Cup.

football talent at the grassroots level and providing an opportunity for talent scouts present at the events to groom them.

Cliqfest – Activating your Dream
In 2016, we broadened the scope of our Cliqfest to include not only the football competition, but a career seminar, a concert featuring A-list artistes and local singers from the schools, and other entrepreneurship activities. We visited 8 schools – University of Uyo; Federal Polytechnic, Nekede; Moshood Abiola Polytechnic; Rivers State School of Science and Technology; Ahmadu Bello University; University of Benin; Enugu State University of Science and Technology and University of Ibadan.

Having reached over 3 million youth in the past 6 years, Cliqfest provides a platform for us to engage young people and inspire them to manifest their talents and nurture their ambitions. We remain committed to investing resources including gifts and cash grants to reward excellence, encourage participation and impact significantly on their education.

Cliqhubs

We currently boast 6 cliqhubs across the region: University of Lagos, University of Ibadan, University of Port Harcourt, University of Kano, Rivers State School of Science and Technology, and Ahmadu Bello University. Our goal is to get as close to the students as possible and encourage them to take advantage of our platform to access information. Since our entrance into the market, we have grown with the youth demography. Consequently, we will continue to make concerted efforts to keep speaking to their needs. The youth believed in us, and so we will continue to empower them to succeed and connect with them to support their dreams and aspirations. Our plan is to go from 6 to 40 cliqhubs.

Skills Acquisition – the HOOD Project

While our activities have focused majorly on students in the past, in 2016, we identified that a large proportion of the youth outside institutions of higher



learning were not being catered to. In response to this challenge, we initiated the HOOD project, where we engaged community youth to identify skills in demand, and provided training accordingly. We also gave out grants worth N100, 000 to the 10 most successful candidates from various skills acquisition programs to empower them to create a life for themselves and their families.

We ran the pilot phase of this project in the semi-urban regions of Oyo State in October 2016, reaching 100,000 people. We are currently tracking them, and will continue to do so for 6 months to assess what they have achieved.

Our goal in 2017 is to expand to 15 locations and engage 500,000 people.

Business segments

Market Access - Facilitating Access for Small Businesses

EMTS once again partnered with the Enterprise Development Centre (EDC) to organise networking sessions for SMEs in Abuja, Port Harcourt and Lagos. We increased our media engagement prior to the meetings, reaching out to neighbouring states and communities, to ensure robust participation.

Market Access Delegates: 980

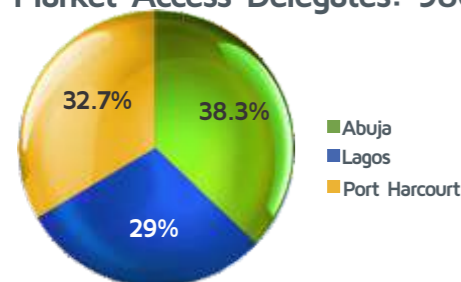


Figure 20: Market access delegates

Market Access is driven by its solutions to the problems SMEs face: capacity, access to funds, and access to the right platform. Consequently, we brought in experts from the tax, legal, finance and ICT sectors to discuss with the SMEs present, covering the following industries:



After the events, we leveraged social media by creating a WhatsApp Group and a group email account where participants can engage with each other, and where we can share information. On these platforms, we have participants marketing their products and services, and providing tips for business success.

In 2017, we intend to create more in-depth networking beyond the 3-minute engagement, so we record more successes. We are also targeting the agro-allied sector as a key sector for growth, and increasing government relations so the businesses have access to the opportunities available to them.

SME Arena

SME Arena was launched in August 2016 as a platform for SMEs to come together and create three major fora: a marketplace where they can buy and sell; a virtual community network and interaction with partners, and a directory where people can search for basic information. The objective of this platform is to enable ease of transaction for SMEs, by facilitating product sales and making business solutions easily accessible.

We believe that SMEs have business opportunities that have not been fully leveraged because they lack visibility. We, therefore, created an avenue for them to showcase their products and services where a shared target audience can see them. We also equipped the platform with various tools that we believe are essential for business, and will introduce a support hub to provide consulting, legal and financial services for SMEs on the portal.

We have leveraged on the expertise of our Singapore based partner, Yuuzoo, to provide the technical platform, while EMTS markets the product. Currently we have over 10,000 businesses on the portal.

Social investments

As a responsible corporate citizen, we are dedicated to meeting real needs within the communities where we operate. With a vision to create sustainable economic and social impact through limitless reach,' we have drilled down on our efforts in 2016, to make more quality impact.

Education

Telecommunications Engineering Postgraduate Programme

In 2016, we continued to drive delivery of our different commitments, making sure to keep promises made. Thus, we provided e-resources to the Faculty of Engineering, Ahmadu Bello University (ABU), and facilitated the visit from a consultant at the Etisalat Academy UAE, to ABU.

In 2016: 4 successful graduates from the MS c programme; full sponsorship for PH d studies for 4 ABU lecturers at Plymouth University, UK; internships for 18 students and 2 lecturers with our technical team in Abuja.

Promises for 2017

- 10 more graduates from the programme
- Training visit for Plymouth University teaching staff to ABU
- Conclusion of Ph.D. program by one lecturer of ABU, to cause significant improvement to delivery of the program in ABU

Adopt-a-School Initiative

In 2016, we embarked on several renovation and rehabilitation exercises in our adopted schools: Government Girls' College, Dalā,



Rabiatu Thompson Primary School, and Edward Blyden Primary School. These exercises covered the flooring of the compound for health and safety; renovation of hostels and toilets; provision of book shelves and books for the library, beds and nets to the infirmary, recycle bins; and fixing of roofs and water treatment plants.

- Explore partnerships and synergies with government and state agencies in areas of ICT for development.

Merit Awards

Our Merit Awards focus on providing meritorious scholarships for university students representing institutions across Nigeria. For the first time, in 2016, Niger Delta University, in Bayelsa State, was included among the universities that benefitted from the program. We also included a category for physically challenged students that saw three students benefitting from this award scheme.

We also kept our promise to extend the reach of the programme and initiated talks to extend the outreach to schools in the south-eastern region of the country.

Promises for 2017

- Sustain components of the programme: rehabilitation, support of critical elements of development like ICT, laboratories and libraries.

However, while we reduced the number of beneficiaries of the award, we increased the value of the scholarship to address stakeholders’

concerns of the need to increase the impact of the value, and for it to align with economic realities that the beneficiaries were facing. We also hope that the amount will serve as an incentive for other students to aspire to academic excellence.

Promises for 2017

- Build and improve on elements of inclusiveness of physically challenged scholars.

Career counseling beneficiaries

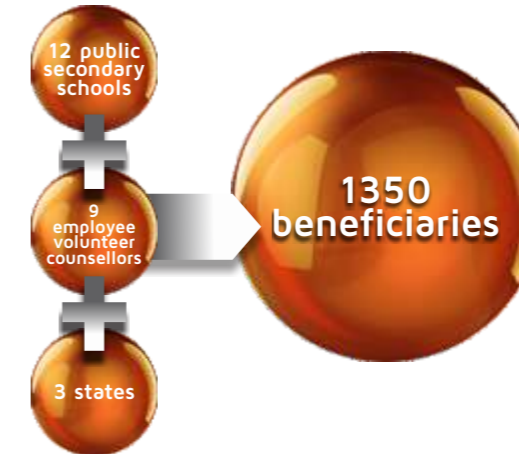


Figure 21: Career counseling beneficiaries

Promises for 2017

- Explore influential youth leaders as external partners to counsel the children
- Introduce an element of career assessment to make the sessions more effective.

Career counselling



Building on our momentum in 2015 – and in line with the recommendations of the impact assessment conducted – we further expanded the reach of the Career Counselling, taking it to the South-South and northern regions of Nigeria; Port Harcourt and Kano, respectively.

Furthermore, we took on a new approach this year, encouraging staff to give real life examples of their success stories, with the intent to inspire students to aspire to greatness and to work hard at it.

Health

Fight Malaria Initiative

EMTS championed the campaign, Give a Net; Save a Life, in commemoration of World Malaria Day; through online advocacy, a regular approach for us. However, we introduced a more active element to the campaign by encouraging our staff to participate. Hence, for every net bought by an employee of EMTS, the company agreed to match it. See our 'VP's statement' for more information.

The nets were then shared across the six geo-political zones, in key communities in Kaduna, Kogi, Osun, Lagos, Enugu and Calabar. We are particularly proud of this achievement because it helped to galvanise awareness for the mandate of the Corporate Social Responsibility (CSR) team internally, and engendered ownership of the programme.





We also achieved high level social media engagement on World Mosquito Day, with the theme, End Malaria for Good. We asked the public and staff to translate the theme into their language, to stand a chance to win fantastic prizes, and this was driven by our campaign ambassadors: Olamide, Phyno, and Eniola Badmus.

Another notable highlight under this programme began in 2015 when we announced the Fight Malaria Club in one of our adopted schools. In 2016, we partnered with the Cross River State government to co-launch the clubs in more than 10 schools in the state, and we supported these with cash and donation of ICT equipment; to drive education and enlightenment on malaria prevention and control, using ICT.

We also distributed over 3,000 insecticide-treated nets.

Promises for 2017

- Sustain our strategic internal and external partnerships
- Implement the pilot phase of the fight malaria clubs
- Introduce more innovative staff challenges.

Combat HIV/AIDS initiative with NACA

From the initiation of the partnership with the National Agency for the Control of AIDS (NACA), our goal has been to expand the reach of NACA by amplifying their voice; and work together to control the spread of HIV and AIDS in Nigeria. Since 2011 we

have enabled NACA to receive inbound calls from Nigerians in need of counselling in 2016, we assisted in relocating technical equipment of the call centre in the permanent site; and also, successfully empowered the agency to make outbound calls to subscribers as necessary.

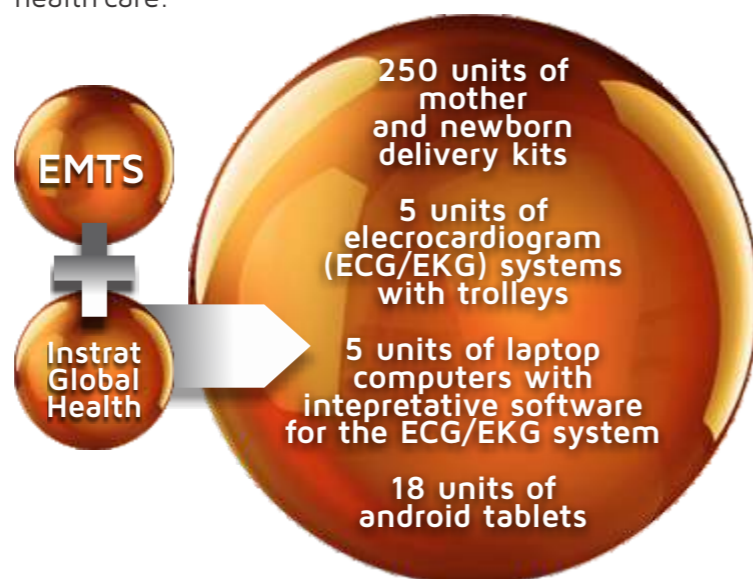
In addition, we partnered with the Lagos State AIDS Control Agency (LSACA) and NACA during the World AIDS Day commemoration in December, where we provided merchandise and funds as support for the walk for solidarity and conference respectively.

Promises for 2017

- Sustain our strategic partnerships.

M-Health Initiative

At EMTS, we are passionate about infant and maternal mortality in Nigeria, and remain committed in our efforts to improve accessibility to health care.



While we had limited our contributions in the past to data and hardware for research and development, we made the move to address the issue from the grassroots level, to make more notable impact.

Promises for 2017

- Introduce an online platform to train healthcare practitioners.

Environment

World Environment Day

Environmental stewardship is best practiced when it is imbibed as a culture. We commemorated World Environment Day by promoting this culture at our adopted school, Government Girls' College, Dala, where we sensitised 500 students on environmental protection, in partnership with the Mary Erika Foundation. In addition, we donated recycle bins to the school.

More so, we were proud to see that we have made notable progress in raising awareness for the need for responsible environmental practice when the winning team of our CSR staff competition developed an environmental campaign as an identified need in their community. With their cash prize of N1,000,000, they will drive a campaign for 4 months, visiting one community per month, engaging personnel to clean the streets for 4 Saturdays, and leaving cleaning materials with the communities.

Promises for 2017

- Increase staff engagement
- Launch a street clean-up campaign in Northern Nigeria



Conformity table: GRI G4 content index/ ISO26000



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7.2	General standard disclosures	Information	Page number
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	G4-EN24	Total number & volume of significant spills	Not applicable



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6.6.1 - 6.6.2 6.6.3	G4-SO3	Total number & percentage of operations assessed for risks related to corruption and the significant risks identified	Ethics & anti-corruption- 30
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6.6.1 - 6.6.2	G4-SO5	Confirmed incidents of	Ethics &

ISO 26000: 2010 clauses		GRI standard disclosures	
		corruption and actions taken	anti-corruption- 30
	Aspect	Compliance	
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	Aspect	Products & service labelling	
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SDG Progress Chart



Sustainable Development Goal	Our Strategy	What EMTS is doing
End poverty in all its forms	In building a self-sustaining society, we play a crucial role in empowering members of the society to create better lives for themselves	<ul style="list-style-type: none"> Conducting skills acquisition training for community youth through the HOOD project. Creating a platform for SMEs to build their businesses, make connections and gain access to financial and legal resources.
Ensure healthy lives and promote well-being at all ages	A core focus area of our CSR strategy is health. Our areas of intervention cover malaria, HIV/AIDS and maternal and infant mortality.	<ul style="list-style-type: none"> Engaging employees in a contribution drive to provide mosquito nets across the nation. Partnering with national agencies to provide technical support for creating awareness and disseminating information. Providing much needed equipment to combat the incidences of maternal and infant mortality in communities.
Ensure inclusive and equitable quality education and promote life-long opportunities for all	Our second CSR pillar is education. Our areas of intervention include awards, scholarship programmes, rehabilitation of infrastructure, and career counselling	<ul style="list-style-type: none"> Building a caste of technically skilled students and lecturers at the Etisalat Academy UAE, through our Telecommunications Engineering Postgraduate Programme. Rehabilitating infrastructure, providing resource materials, and integrating Information Technology at our adopted schools. Providing financial aid to excellent undergraduates through the Merit Awards. Guiding students to make the right choices through our career counselling.
Achieve gender equality and empower all women and girls	We believe in providing equal opportunities for all, both within our operations and our communities	<ul style="list-style-type: none"> Maintaining gender balance and providing equal opportunities within our workforce. Rehabilitating a girls-only school; Girls Government College, Dala, by providing requisite infrastructure to improve both living and learning.
Promote sustained, inclusive and sustainable economic growth, full and	As responsible corporate citizens, we strive to foster growth and productivity across all cadres of the society to ensure national	<ul style="list-style-type: none"> Working to create a conducive environment for staff that will encourage hardwork, passion and excellence through rewards,



Sustainable Development Goal	Our Strategy	What EMTS is doing
productive employment, and decent work for all	development and viability	<ul style="list-style-type: none"> trainings, appraisals and employee-friendly policies. Empowering individuals to build their dreams by providing financial resources, mentorship and a platform to launch through initiatives like the Prize for Innovation, and for Literature.
Build resilient infrastructure, promote sustainable industrialisation and foster innovation	As a recognized thought leader within the industry, we work to raise the standard of excellence as we work to become the Telco of choice	<ul style="list-style-type: none"> Utilising resources at our disposal to provide relevant products and services to consumers without sacrificing quality, especially with the launch of the 4G LTE. Fostering digital inclusion and meeting consumers' needs by placing the power in their hands to control their accounts with the my9mobile app.
Ensure sustainable consumption and production patterns	Our goal is to create value for all our stakeholders. We, therefore, make concerted efforts to engage stakeholders through the year, prioritise issues raised, and respond accordingly in line with our organisational goals and targets	<ul style="list-style-type: none"> Ensuring constant engagement with stakeholders, prioritising issues raised, and providing feedback on responses through our annual Sustainability Report.
Take urgent action to combat climate change and its impacts	Our third CSR pillar focuses on the environment, where we work to create awareness on the need for environmental responsibility across the nation. We also adopt strict internal processes to properly manage our environmental footprint	<ul style="list-style-type: none"> Improving our environmental management processes to meet up with international standards. Leveraging on our other platforms to raise awareness and educate younger generations on the need for environmental responsibility through our World Environment Day celebration at our adopted school, GGG Dala. Engaging our employees to play a more active role in environmental management.
Strengthen the means of implementation and revitalise the global partnership for sustainable development	We believe in an inclusive approach to sustainable development. We, therefore, partner with both local and international agencies to foster social, economic and environmental advancements	<ul style="list-style-type: none"> Partnering with local Civil Society organisations, national agencies, schools - both home and abroad - and government agencies to extend the reach of our programmes and initiatives.



Abbreviations



ABU	Ahmadu Bello University
AIS	Active Infrastructure Sharing
BCM	Business Continuity Management
CSAT	Customer Satisfaction
CSR	Corporate Social Responsibility
DbA	Decibels
DIA	Director, Internal Audit
DND	Do not disturb
DSAT	Customer Dissatisfaction
EDC	Enterprise Development Centre
EIA	Environmental Impact Assessment
EMTS	Emerging Markets Telecommunication Services
GRI	Global Reporting Initiative
GSM	Global System for Mobile Communication
HNIS	High Net-worth Individuals
ICT	Information and Communications Technology
IDP	Internally Displaced Persons
ISO	International Standard Organisation
IT	Information technology
IVR	Interactive Voice Response
IWC	Industry Working Committee
LSACA	Lagos State AIDS Control Agency
MCT	Ministry Communication Technology
NACA	National Agency for the Control of AIDS
NCC	Nigerian Communications Commission Foundation
NESREA	National Environmental Standards and Regulations Enforcement Agency
OSN	Open Service Node
POC	Point of Capture
SASB	Sustainability Accounting Standards Board
SDGs	Sustainable Development Goals
SMEs	Small and Medium Scale Enterprise
TOMA	Top of the Mind Awareness
WB	Whistleblowing

