

Our people

The Yahsat team

Our people are the driving force behind our success and a key asset for the UAE's strategic space industry. Yahsat's comprehensive human capital policies and initiatives ensure a healthy, diverse and inclusive workforce, whilst our training programmes provide opportunities for continuous professional development and personal growth for all, in a safe and inspiring working environment.



Yahsat continues to build the competency of our workforce, whilst maintaining an innovative, sustainable and creative culture across the Group, through our comprehensive employee engagement and development initiatives.



Yahsat's workforce comprises highly-skilled employees representing multiple nationalities, skillsets and backgrounds.

As at the end of 2021, we had 477 employees across Yahsat in the UAE and across our international operations, including contractors.

Through our comprehensive employee engagement and development initiatives – aligned with our core values of Respect, Creativity, Agility, Reliability and Customer Focus – Yahsat continues to build the competency of our workforce, whilst maintaining an innovative, sustainable and creative culture across the Group.

We value diversity in all respects, recognising the benefits that an inclusive and diverse organisation can offer to our employees, customers, investors and other stakeholders, and how this contributes to our successful strategy and operations and drives value creation for the Group.



Investing in future talents

477
Total workforce²

42
nationalities

40
years average age

16%
female employees

43%
of employees with 5+ years of experience

52%
Emiratisation¹

1 Emiratisation excluding third party contractors
2 Including 23 additional contractors

Our people continued

Yahsat Learning in 2021

1,377

eLearning courses completed

110

employees following individual
development plans

330

number of mapped tailored
courses L&D team assigned to
employees (external, in house
and virtual training)

2

employees selected and successfully
graduated from the prestigious UAE
Government Leaders' programme

13

employees planned to receive
in-depth training to support the
Thuraya-4 NGS programme, including
2.5-month training programme

19

employees sponsored for higher
education, both financially and
non-financially

Recognising Employee Innovation

Yahsat hosts an annual innovation award programme, Fekrati, which was launched to promote and embed a culture that values creativity and inspires excellence in individuals and teams throughout the Group.

The programme encourages employees to propose innovative ideas to improve our business in the following three categories: Technical, Business Processes and Human Development.

The Fekrati committee, which is composed of individuals drawn from across the Company, rates the proposals and selects winners in each category who are recognised and rewarded during the annual staff retreat before being provided with the time, resources and support to implement their innovative ideas. The innovation awards will place increasing emphasis on sustainability as a key theme in future editions.

Talent Development

Yahsat is proud of its status as a hub for development and innovation, and a prominent talent incubator for the space, satellite communication and engineering industries.

Emiratisation

Yahsat is committed to Emiratisation and is a pioneer in our country when it comes to the hiring and training of UAE nationals. At year-end 2021, had 175 Emirati employees, accounting for 52% of our workforce and exceeding our current target of 50%. The target is to retain and develop the current proportion of Emirati talent under a progressive policy as Yahsat grows.

We place a strong emphasis on building internal technical and leadership capabilities in order to develop a strong internal talent pipeline and gain competitive advantage in today's global market. One way this is done is through focussing on training a layer of UAE nationals in line as successors for C-level appointments through strategic development, equipping them with the skills and knowledge required to compete and excel. Key strategic programmes are designed and executed with the intent of vital knowledge transfer and development in building the next line of frontiers in the space industry.



Training and Professional Development

We have set out an integrated Talent Management process that aims to provide a systematic and strategic approach to achieve our ambition of nurturing and developing our employees and appointing them to suitable opportunities as their careers evolve with us. Our talent management approach provides the necessary set of principles and processes to achieve this for the mutual benefit of our staff, the organisation and our customers.

Our talent management goals seek to:

1. Ensure a diverse, capable and evolving local leadership population across critical levels and professions.
2. Establish succession pipelines, supported through robust planning approaches.
3. Ensure the organisation maintains an excellent reputation for career development.
4. Create and promote an attractive brand to attract external talent through recruitment processes.

A key outcome of the Integrated Talent Management strategy is a formal succession plan to effectively establish, nurture and maintain our Group-wide talent pool, ensure efficient talent mobility and assure business continuity in the years ahead.

We continue to enhance and expand our professional development offering, through specific C-suite initiatives, providing personalised leadership and on-the-job training programmes, delivered in conjunction with leading international business schools. Ychsat intends to expand their training to include an increasing focus on sustainability in the future.

Owing to the various restrictions associated with the COVID-19 pandemic, and the need to preserve the safety and health of our people, Ychsat has accelerated the use and impact of our eLearning, in collaboration with leading learning platforms, Coursera and LinkedIn Learning.



GROW programme

As part of the Talent Management strategy, the GROW programme is designed to identify critical human resources to assume roles of increasing responsibility across the organisation at the C-suite level, of which technical scope Chiefs have been developed and promoted from within the organisation.

Employees are identified as early as five years before possible advancement, and provided with the requisite leadership capabilities and technical knowledge through a combination of personalised education, coaching, mentoring and project placement.

In 2021, five deputy senior executives were promoted to senior leadership roles as chief officers and general managers as a result of their progression through the GROW programme. These five unique personal development journeys mirror and complement Ychsat's own extraordinary story of growth that commenced just over a decade ago with the launch of its first satellite.



LinkedIn Learning theme: Empowering female employees

Ychsat is a progressive company that actively supports the advancement of women in the workforce and seeks to embed gender equality and equity in our industry. In order to empower our female leaders to fulfil critical roles, the Ychsat Learning & Development team has released its first month-long Company-wide Learning Theme, featuring 'Women Empowerment in Leadership & Tech'.

The accompanying, curated learning collection features materials outlining the importance of recognising gender bias and advocating inclusion, promoting an exploration of the soft skills needed to cultivate and develop personal and professional growth while navigating and managing a healthy work-life balance.



Our people continued

Women at Yahsat

16%

of total workforce is female

24%

female UAE nationals within the total UAE national employee population

19

different nationalities

14

hold positions of VP or above



Gender Diversity

Yahsat prides itself on its success in fostering inclusivity and harnessing the energy and creativity that comes from maintaining a diverse, engaged workforce.

We seek to embed gender equality and diversification in our workforce by hiring female staff, predominantly in the technical/space field, as well as in leadership roles, reflecting the national goals embodied in Abu Dhabi's Economic Vision 2030.

Yahsat is also developing a policy to commit to advancing gender diversity through active support in the form of increased benefits to support female employee wellbeing, promote better work-life balance, establish enhanced maternity leave policies and upskill female employees in their respective fields. Meanwhile, our stringent Human Capital Policies ensure that remuneration remains fair, equal across genders and aligned with international best practices.

In order to support our female employees to balance their professional and personal lives and ease the transition back to work, Yahsat implemented a new initiative this year to provide new mothers the choice of working from home for two additional months after completing their maternity leave.



Safety and Wellbeing

An Incentivised and Engaged Workforce

We continue to promote a healthy work-life balance, a policy allowing employees the flexibility to work from home has been implemented in 2021. Seeking to ensure our people have a proper work-life balance, are fully engaged and invested in our strategic development goals.

Yahsat operates focussed retention schemes for critical positions across the Group, and we are currently in the process of approving our new Long-Term Incentive (LTI) framework – a post-IPO retention and incentive plan that aims to increase retention rates among critical executives on a rolling, annual basis.

Yahsat People Survey

The results from our most recent employee engagement survey – the Yahsat People Survey – are highly encouraging, showing an overall improvement over the previous year, and indicating areas for further improvement in 2022 and beyond.

This annual tool is used to measure employee engagement and commitment levels across the Company, and we place significant importance on honest feedback upon which to create subsequent initiatives.

The results of the Survey show improvement across all areas, with a 2-point rise in our overall engagement score from 80 to 82, out-performing regional benchmarks, and a rise in emotional engagement from 52% to 57%, respectively, between 2020 and 2021.

The 2021 response rate was 89% – a 2% improvement on the previous year – which is also highly encouraging given the prevailing circumstances in 2021 stemming from the

pandemic. The results show substantial increases in the breakdown of both transactional and emotional engagement. The overall trend showed a continued improvement in all 12 engagement question areas a result of significant focussed efforts to increase employee engagement across the board.

The categories in which improvements were most notable include Safety & Security, Communication, Vision & Values and Organisational Values, which are all key areas for emotional engagement. We are now moving forward by creating action plans to address further opportunities for engagement growth.

Awards and Recognition

In recognition of Yahsat's dedication to enhancing and supporting our talent, we received a number of awards during the course of 2021.

Reflecting the depth of female expertise in Yahsat, Layla Al Hayyas – our Executive Vice President of Human Capital and Head of

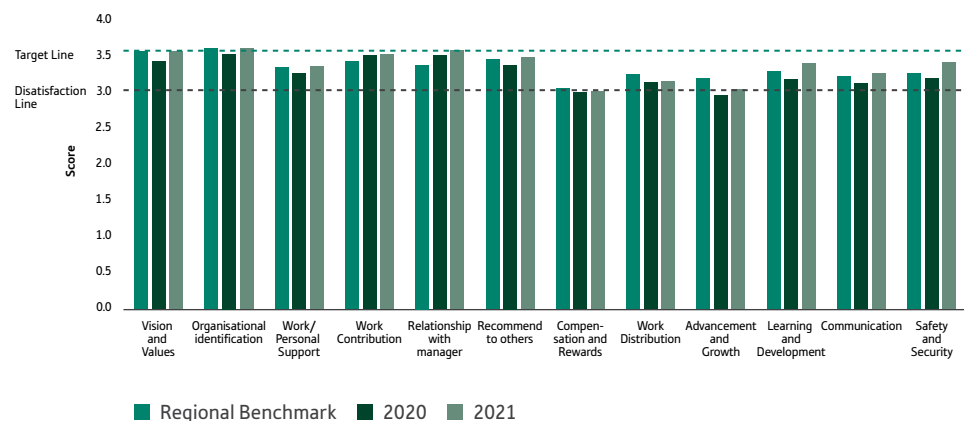
Investor Relations – received the Women Leader of the Year award at the GCC Human Capital Summit in 2021.

At the 9th Annual GOV HR Summit, which celebrates excellence in people performance across the Abu Dhabi private and public sectors, Yahsat was honoured with the 'Crisis Communication Management Award'. This prestigious award recognised Yahsat's effective management of COVID-19, as the company that most effectively strategised and communicated its plans to mitigate the impact of the pandemic on the organisation, its employees and its stakeholders.

Social Responsibility

Yahsat operates a successful internship scheme to support young people in gaining experience prior to their graduation from high school, the majority of which was delivered online in 2021 given COVID-19 requirements. In 2021, we provided on-the-job training to 16 interns across the Group, achieving an average feedback rating of 3.7 out of 4.

Yahsat People Survey Results



The Khalifa University Space Technology & Innovation Center

Yahsat has collaborated with the UAE Space Agency and Khalifa University to support the development of homegrown Emirati talent to lead its National Space Programme.

The primary mission of DhabSat – the second CubeSat built by Khalifa University students – is to enable students to design, implement and test software modules for attitude determination and control subsystems (ADCS).

To support Khalifa University and the students, Yahsat established the "Yahsat Space Lab". Yahsat provided full support in terms of funding and expertise to ensure that the lab is within specifications and all equipment are supplied. Our ongoing Space Programme has proven to be an excellent platform for grooming Emirati talent in the space and system engineering fields, and DhabSat is yet another example of its success, having been successfully deployed into orbit in 2021.

