

Gender Diversity

The Group is committed to equality, non-discrimination and advancing gender diversity, with a view to increasing the ratio of female representation in all areas of our business. We value diversity in all respects, recognising the benefits that an inclusive and diverse organisation can offer, to our employees, customers, investors and all other stakeholders, and how this can contribute to the formulation and execution of our strategy and operations and ultimately to the success of the Group.

The Board and the Group's management believe that gender diversity should be promoted within a "level playing field" environment. The concept of equality does not imply positive discrimination; the Group aims to increase gender diversity whilst maintaining all of the characteristics and benefits of being a merit-based organisation; only in this way such policies be successfully implemented across the business, ensuring that productivity and results are maintained (and preferably enhanced) against a backdrop of fairness and equality.

To increase, and then maintain, greater gender diversity, one must continually consider the barriers that might exist in the working environment (or challenges outside the working environment) that could otherwise discourage female participation, and address these accordingly to create the aforementioned "level playing field". Actions to address such barriers may include:

- supporting women in the workplace by providing additional benefits to support their growth while maintaining their personal livelihood;
- continuing to actively apply a non-discrimination policy in terms of pay, benefits, employment, promotion;
- supporting initiatives that recognise issues that employees with young families may face, such as flexible working, an extended Working From Home policy for employees with family responsibilities, applying a progressive and modern maternity leave policy with appropriate concessions and benefits (including accommodating working mothers who wish to continue breastfeeding);
- hosting events in support of women in the workplace and tackling issues faced by female workers that may not apply to their male counterparts;
- ensuring training is accessible for all in the workplace to help individuals to develop their skills and maximise their potential, facilitating more equal representation across all levels of the Company, including management level positions; and
- provide an equal chance for University Interns in all fields of the business and will strive to achieve a 50/50 ratio between applications.

The Group has adopted policies regarding gender diversity that apply to Board-level appointments and also to the Company-wide approach to gender diversity.

At the beginning of 2021, female representation on the Board of Directors of the Company was 25% (2 out of 8), reducing to 20% upon the increase of the size of the Board to 10 Directors. In July 2021 until the end of the year, the number of female Directors reduced to 11% (1 out of 9). The Company's senior management includes one female at C-Level, the Chief Human Capital Officer, Muna Al Mheiri, who is also a valued member of the Board's Nomination and Remuneration Committee.

Health and Safety in the Uncertain Times of Covid

In March 2020, the Company's management implemented a COVID Committee (led by the Chief Human Capital Officer and Chief Operations Officer). The Committee meets at least weekly and has done so since its creation. Its primary objective is to keep our employees safe whilst maintaining our critical operations and services. The Committee constantly assesses the pandemic situation to discuss and implement appropriate safety measures.

During the national lockdowns and spikes in positive case reporting, non-site dependent employees worked from home, with only critical operations staff and contractors on site. Further measures were put in place to reduce the onsite population, and protect the critical operations employees. This included amending shift patterns and rotations to increase the duration of off-days between shifts, performing electronic (as opposed to in-person) handovers and full sanitisation of the Operations Centres between shifts.

High-risk employees were also proactively monitored to provide the most effective guidance and support. The general health of our staff and those with underlying health issues was assessed, and even critical staff falling into these categories were advised to work from home.

All non-critical access to the sites was stopped and any deliveries had to be dropped and sanitised at the security gates. To mitigate the risk of infection among our contractors (Security and Facility Management) temporary onsite accommodation was created for the duration of the lockdowns and remote working periods.

Operations across all departments and activities remained unaffected by the successful working from home strategy and Yabsat Group IT's Modern Workplace strategy. The Modern Workplace is based on Microsoft Teams (fully coordinated with the UAE's TDRA) and allows employees to meet and collaborate remotely, just as effectively as being in the office. Key applications are accessible from home ensuring we can run business as usual, without comprising our robust IT security and data protection policies.

When the UAE Government recommended returning to office work, the return was carefully planned to ensure maximum safety of employees, implementing many safety measures including:

- Rotational groups to reduce site occupancy
- Sanitising tunnels at all entry points
- Daily sanitising of all offices
- PPE (gloves, masks & gel) provided throughout the sites
- Creation of a Red Zone to segregate critical site dependent employees
- Awareness sessions, posters and floor stickers to remind employees of the necessary precautions
- Track and trace procedures in line with government guidelines
- PCR testing guidelines and onsite testing facilities
- Vaccination questionnaire and dashboard to track progress towards current 98% vaccination rate.