

# Our people

At Yahsat, we believe that people with purpose power positive performance. We work hard each day to create a supportive and engaging culture that nurtures the success of every single one of our valued employees. We are focused on driving

sustainable progress across the organisation by attracting, empowering, developing and recognising the world-class talent needed to deliver our strategy and achieve our vision for the future.

## Attracting

### Ensuring gender equity

We seek to create a work environment for our employees that encourages fairness, as well as respect for social inclusiveness and cultural diversity, in line with our principles of growth and fulfillment. We aim to create an equitable, respectful and enabling environment for both men and women, retaining key talent at every level while ensuring a diverse balance.

During 2022, we increased the number of women in senior positions and launched a Gender Equity Policy for the organisation that reflects an inclusive culture focused on nurturing talent regardless of gender, age or disability. We also focused on Women Empowerment by promoting various empowerment initiatives to groom future women leaders and develop women-centric working models that incorporate greater flexibility.

### Increasing Emiratisation

Our commitment to Emiratisation is part of our strategic focus to maximise the employment of UAE Nationals, in line with the national strategies and directives of the UAE Government. We aim to attract, develop and retain qualified Emiratis in key positions

across the organisation to enrich our business and the Emirati talent pool within the space and satellite industry nationally. We leverage our expertise and resources to develop their knowledge in the satellite and space industries and provide a wide range of development and certification opportunities to further their careers and enrich our sector.

During 2022, we achieved 52.5% Emiratisation rate across Yahsat and continued to attract and engage our Emirati employees in a number of ways. We leveraged our international footprint by deputising six Emiratis to our overseas projects, allowing them to gain deeper industry expertise and global exposure.

We also continued our Train for Work programme this year, which trains unemployed Emirati graduates on the job, providing them with the knowledge and skills needed to thrive. Train to Work participants contribute to Yahsat as regular employees with clear work objectives, as they are groomed to become full-time employees within two years. Following the success of the first two batches of participants in 2018 and 2020, we plan to launch a new batch in 2023.

We also offer a very attractive compensation packages to fresh Emirati graduates and work to plan exciting career paths for high potentials, as well as providing numerous opportunities for secondment to internal or external entities.

### Supporting People of Determination (POD)

We believe that attracting and empowering People of Determination contributes to the success of our business. We have developed policies to support employment of People of Determination, providing pathways for long and rewarding careers with Yahsat, and ensure equal and fair rights that ensure their ability to work, grow and learn. In addition, the needs of PODs have been carefully considered across the company's facility, including the design and capabilities of lifts, corridors, parking spots and washrooms.

In 2022, we continued to attracting POD talent and accelerate our transition from social care to social development, in line with the UAE Government mandate. We succeeded in increasing our POD workforce during the year and provided specialised training to develop their skills, confidence and capabilities so they are positioned to grow into larger roles and take on greater responsibilities in the future.



“When you choose to work at Yahsat, rest assured you’ve chosen an organisation with a great culture. I know I’ve chosen wisely, as my talents have met the right opportunities, allowing me to contribute and grow with this great company. I feel engaged, respected, valued and trusted.”

– Ramakrishnan Natarajan

“Yahsat recognises talent and offers opportunities for career advancement by giving employees accountability and rewarding them for delivering against clear objectives. We’re empowered and supported to make decisions and take action to grow the business and meet the various needs of our business partners.”

– Danielle Noble

## Empowering

### Empowering our youth

Our Corporate Youth Council represents the voice of young people in our company, providing them a platform to create initiatives that support the goals of the company while furthering the youth agenda of the UAE. Youth can provide fresh insights and enable creativity, which we seek to unleash through Council programmes, policies and plans, in line with global, national and industry developments.

In 2022, the Yahsat Youth Council hosted the Yahsat Space Summer Camp to introduce the space industry to the youth in our communities. It provided a brief overview on what it’s like to be an engineer by building and programming their own picosatellites. In addition, the Council invited guest speakers on various topics for Yahsat staff, including the youth, to benefit from, and are planning on more sessions in the near future.

In addition, Aida Saeed Mubarak Alyaaqoubi was elected to be the UAE Representative of the prestigious International Electrotechnical Commission (IEC) Young Professionals Programme for Asia and the Middle East Region. Aida, who joined Yahsat as a fresh graduate and is today a Senior Spacecraft Analysis Engineer at Yahsat’s Technology Division and President of the Yahsat Youth Council, was selected to be a Young Professional Leader for the San Francisco-based programme curated by the IEC for the brightest young minds in tech to educate on topics such as standardisation and conformity.

### Giving our people a voice

We promote employee engagement and satisfaction in a number of ways and then make sure to listen to our people to learn what we are doing right and identify areas where improvement is needed. We then take action to tackle areas of concern in order to build trust and loyalty across the company.

In 2022, our Employee Satisfaction Survey had a 97% participation rate, our highest ever response rate, demonstrating the engagement of all our people to the continuous improvement of Yahsat. The engagement score of 82 is above regional benchmarks, and we scored 48 in Employee Net Promoter Score (eNPS), with particular strength in reputation and cooperation. As a result of the survey, many initiatives and changes were introduced, including policy changes, and a greater focus on mental health and wellbeing.

We also introduced new hybrid work policies to promote healthy work-life balance for our employees, including five-day work-from-home per month, enhanced parental leave, five-day paternity leave and 60-day work-from-home post-maternity leave.

### One Yahsat

In 2022, we launched the One Yahsat portal, “The Hub”, which merged the Yahsat and Thuraya internal intranets onto one location where all important documents are stored. It boosts employee engagement and productivity by supporting our employees to stay connected regardless of nature of work or location and access business-critical applications. We also automated and updated organisational chart to make it accessible to all our employees on our organisation portal, Majarah, and drove continuous optimisation and synergies across the various business functions, including Operations, Commercial, Product Development and Business Intelligence.



# Developing

## Promoting our talent

Our GROW Executive Development Programme, which completed its five-year run this year, continued to deliver outstanding results for the company. It has been instrumental in grooming many of the leaders of Yahsat today and this year added a fifth Chief-level internally-developed Emirati, Khalid Al Awadhi, who assumed the role of Chief Advanced Programme Management.

Khalid joined Yahsat in 2009 and has contributed to many Yahsat projects over his career, most prominently the development of UAE's first Earth Observation mission. As Yahsat's Senior Satellite Specialist, he was involved in the design & development of three Yahsat satellites. Khalid has been responsible for the inception and leadership of Yahsat's internal R&D-focused division, Advanced Programmes, which is focused on developing advanced technologies, concepts and pre-commercial programmes.

In addition, we launched a Digital Talent Pool in 2022 to better understanding the existing talent pool, skills and capabilities within the organisation; stay abreast of accumulated employee experience, skills and qualifications to support new strategic projects and opportunities internally; support our employees' growth by developing their skills to new levels; and motivating employees to utilise training opportunities to attain their career goals and advancement.

This innovative digital archive of all employee skills and past experiences and knowledge can be accessed and updated anytime. It is aimed at supporting organic growth within the company, assisting with learning and development, and promoting internal knowledge transfer, enabling Yahsat to train employees for specific areas that align with the company's strengths and mission.

## Developing our capabilities

We continued to prioritise the development of the knowledge and skills of all our employees during 2022, providing a wide range of training and development opportunities, both physical and virtual.

Our eLearning programme provides self-driven learning opportunities anytime, anywhere to enable a culture of continuous learning. It includes soft skills and niche technical training on demand, as well as promoting knowledge transfer internally by sharing timely course collections. We employ three eLearning platforms:

- LinkedIn Learning: 99% activation, 795 courses completed, 18,998 learning video completions
- Coursera: 409 members, 118 courses completed, 711 estimated learning hours completed
- GVF: Satellite communications courses, 34 licenses, quarterly learning collections published showcasing themed course collections

We also delivered over 6,084 hours of high-impact training courses to over 256 employees, led by internal and third-party experts, on a range of critical topics including AI, risk management, and finance.

In addition, our Graduate Development Programmes immerse qualified graduates in the professional world and provide them with a hands-on experience in their chosen field, along with the skills necessary to be a successful part of a larger team. Over the two years of the programme, graduate trainees benefit from support, guidance and mentoring to bridge the gap between the academic world and the real world of work. During 2022, five graduates completed Batch 2 of the Programme and were assisted in identifying positions that match their skills and interests to launch successful careers with Yahsat.





## Developing continued

### Building for the future

Our Fekrati programme is an ESG-focused initiative that recognises the most innovative ideas that can have a positive impact on Yahsat and/or society. This year four winners were selected from over 30 submissions:

- 1) Free Sat Com Training
- 2) Yahsat Coding Academy
- 3) Nojoom for enhancing shift employees' work experience)
- 4) Human Capital leads process to promote a culture of continuous improvement, innovation and sustainability

In addition, we focused on equipping Yahsat employees with the skills and competencies required to support the Thuraya 4 project through knowledge transfer from experts in the field, Airbus Defence and Space and Cobham Satcom. During the year, we carried out training for:

- Satellite Design and Development by Airbus experts to 24 employees over 2.5 months
- Networks and Products by Cobham experts to 40 employees over 10 days

We also assigned eight Project Managers to monitor, assess and gain experience from the T4 project by attending key milestones.

**“My journey in Yahsat has been very fruitful and empowering. Yahsat has trained us for success from day one as well as always encouraged self-development. Yahsat has always pushed its employees to step out of their comfort zones with the right supervision and direction in order to change, grow and transform.”**

**– Rawdha Abdulla Murad Al Balooshi**



## Recognising

### Launching our Long-Term Incentive Plan (LTIP)

In order to attract, reward and retain key talent in a highly competitive market and industry, we launched our Long-Term Incentive Plan in 2022 to compensate our people through various incentives and bonuses over fixed long-term periods. The LTIP is a strategic compensation

tool to promote long-term retention and alignment with Yahsat's strategic objectives, while demonstrating the value we place to the contributions of key employees across the Group.

### HR Leader of the Year

The 'GCC GOV HR Awards' is the region's most coveted HR recognition, celebrating the ground breaking achievements of organisations and individuals who have demonstrated exemplary leadership in manpower planning and management. In 2021, our Chief Human Capital Officer, Muna Almheiri, was honoured for her contributions to building a highly skilled workforce and a diverse, egalitarian working environment at Yahsat. Her win is reflective of the Human Capital team's success in driving organisational and team effectiveness across

the Group through innovative people management, diversity and strategic planning.

A key member of Yahsat's leadership team since the beginning, Ms. Muna has been instrumental in shaping Yahsat's unique legacy as the UAE's flagship satellite solutions provider and incubator of homegrown talent. Since assuming the role of Chief Human Capital Officer in 2016, she has taken the lead in investing in our people and driving the growth of the Group as a socially conscious organisation.

### Awards for our outstanding talent

Yahsat received several prestigious awards reflecting its ambitious vision and contributions to the UAE's emergence as a space economy, led by innovative Emiratis.

- GCC GOV Youth Empowerment Awards 2022 – Organisation of the Year, for Science & Technology, in appreciation of Yahsat's successful youth development and leadership programmes
- GCC GOV Youth Empowerment Awards 2022 – Women Leader of the Year, for Fatma Al Yammahi's outstanding contributions to the UAE space and satellite industry, and for being a spirited champion of 'Women in Tech' initiatives within the country on behalf of Yahsat

**“My space Journey started as an adventure into the unknown. My career with Yahsat has been shaped by a combination of factors: dedication to fulfilling my role, a sense of responsibility to colleagues, reporting to excellent leaders, and many opportunities disguised as challenges. All my hard work has been worth it because of our management that recognises the potential within each individual. I could not be happier to be part of the Yahsat family.”**

**– Rashed Ahmed Al Hammadi**