



اليه سات yahsat



Advancing Our Sustainable Ambitions

Sustainability Report 2022

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About this Report

This is the second sustainability report of Al Yah Satellite Communications Company PJSC (“Yahsat”) and its subsidiaries (collectively referred to as the “Group”). The reporting period is from 1st January 2022 to 31st December 2022. The aim of the report is to provide a balanced representation of Yahsat’s sustainability/ESG performance; disclosing how the sustainability issues material to our business and stakeholders are addressed under each pillar of Yahsat’s sustainability framework. This report has been prepared with reference to the GRI Standards and takes into consideration other sustainability-related standards, including SASB Standards, Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidance, the United Nations Sustainable Development Goals (UN SDGs), and the United Arab Emirates (UAE) National Space Policy. The GRI content index is provided in Appendix B. An independent limited assurance was provided by a third party on selected information on page 60.

The report is available on Yahsat’s website. For any inquiries or feedback regarding this report, please contact the Investor Relations Office.

Telephone: +97125010000 | E-mail: sustainability@yahsat.ae | www.yahsat.com

Chairman's Message

Musabbah Al Kaabi
Chairman of the Board



In 2022, Yahsat continued its journey towards institutionalising its sustainability practices and outlined its larger sustainability ambitions. Our new sustainability strategy, launched during the year, strives to embed fundamental sustainable practices and thinking in our behaviour, culture, and operations.

It details how we intend to achieve our vision of becoming a leader in advancing sustainable development and creating value for our stakeholders. Ultimately, this strategy and together with our materiality analysis and sustainability framework, provides us with the means to prioritise and focus our actions to achieve clear, measurable objectives that will advance our sustainability efforts.

An important part of our sustainability efforts includes contributing towards relevant local, national, and global sustainability-related ambitions, especially those to which we can make meaningful contributions, including the Abu Dhabi Economic Vision 2030, the UAE National Space Strategy, and the United Nations Sustainable Development Goals. In 2022, we signed the UAE Ministry of Climate Change and Environment's Climate Responsible Companies Pledge. This important initiative aims to drive the private sector to achieve greater decarbonisation to help meet the UAE Net Zero 2050 target.

As a leading satellite communications solutions provider, Yahsat is aware of its capabilities to help communities on a regional and global scale. We provide vital communications solutions that bring communities and individuals together. Our satellite availability reached record levels in 2022, helping to keep communities connected, and I am excited about the opportunities that our next-generation Thuraya 4-NGS satellite will bring. The satellite's development made excellent progress during the year and our employees have been receiving the necessary training to equip them with all relevant knowledge and skills. Key benefits from the satellite will include a wider satellite footprint, enhanced reliability, higher throughput, and new product development opportunities for both our government and commercial customers, especially related to the Internet of Things.

2022 also proved a year of further personal and collective growth for our dedicated workforce. I am delighted that Yahsat won two awards for innovation, at the Middle East Technology Awards and the Mobile Satellite Users' Association Innovation Awards. This demonstrates our commitment to exploring ways to harness technology to find new solutions to the challenges society faces. Congratulations also to Yahsat employee Fatmah Ali Saeed Alyammahi, the first flight dynamics engineer from the UAE, who was named Women Leader of the Year at the GOV Youth Summit 2022.

Of course, at the core of a successful business is good and effective governance. Yahsat maintained an excellent record in 2022, with zero customer data and privacy breaches, zero anti-bribery and corruption violations, and a 100 percent audit result for our business continuity and risk management procedures. Results like this can give all our stakeholders confidence in the robust nature of our corporate governance framework that is aligned to best international practices.

An important part of our sustainability efforts includes contributing towards relevant local, national, and global sustainability-related ambitions, especially those to which we can make meaningful contributions

Looking ahead to 2023, the UAE will be the proud host to the COP28, the UN Climate Change Conference. Yahsat was engaged in the COP27 meeting potential partners, and Yahsat will again be in attendance at the COP28. At Yahsat, we remain firmly committed to partnering with the government and private sector organisations to actively collaborate and seek solutions to address the global challenges posed by climate change. Satellite technology plays a vital role in providing solutions to many of today's climate challenges such as forest mapping, environmental and GHG emissions monitoring, biodiversity management, etc. We see tremendous potential of satellites in remote sensing and earth observation, an area where we have long-standing expertise. As a company with the use of space technology at its core, we are not just looking to find solutions to environmental challenges on earth, but it is also important for us to ensure sustainability of space.

As a satellite operator, we work primarily on ensuring we do not add to the global space debris problem by making sure our satellites are built, launched, and operated to the highest standards while maintaining active dialogue with multilateral institutions, including UN Committee on the Peaceful Use of Outer Space.

Throughout this report, you will again see what sustainability issues are important to Yahsat and what actions we took to address them throughout 2022. I hope you will find the information and insights helpful and perhaps even inspiring.

Yahsat at a Glance

USD 433

million revenue
in 2022

USD 258

million EBITDA
in 2022

150 +

countries covered
by Yahsat and
Thuraya satellites



Sustainlytics 28/100
risk rating, received
rating in October 2022

1 billion +

people with
broadband coverage



Among top ten
satellite operators
in the world

6 billion +

people with
mobile coverage

No.1

satellite broadband
provider in Africa

100 million +

viewers on channels
carried over
Yahlive capacity



S&P Global 32/100
score for year 2022

418

full-time employees
(as at 31 December 2022)



Preferred partner for
satellite solutions to
the UAE Government

Profile of Yahsat

Vision

To be the global partner of choice
for reliable, innovative and affordable
satellite solutions.

Mission

To deliver exceptional value to our
customers, shareholders and partners
by focusing on the following:



Quality

Being an industry centre of
excellence for our customers
and partners by offering
innovative, reliable and
affordable satellite solutions.



Human Capital

Empowering our employees to
succeed and become proud role
models in their communities.



Growth

Anticipating and fulfilling
the satellite communications
needs of government, corporate
and individual customers
across regions.



Overview

Yahsat was established in 2007 as a private joint-stock company and became a publicly listed company on the Abu Dhabi Securities Exchange (ADX) in July 2021, with its headquarters in Abu Dhabi, UAE. With a fleet of five satellites reaching over 80 percent of the world's population, Yahsat offers a range of integrated satellite communications solutions across the radio spectrum, enabling critical communications across the globe.

We provide satellite capacity infrastructure, value-added managed solutions, mobility solutions, data solutions and broadcasting services. To deliver these services, we maintain a number of key business partnerships. Our majority shareholder is Mubadala, one of the UAE's largest sovereign wealth funds.

Satellite Coverage & Radio Spectrums

Our satellites provide key communication services across a range of frequencies, serving government, and commercial applications.



Core Service Offerings

Business Line

Overview of Service Offerings



Provides highly secure satellite connectivity and communications services for defence, government, and mission-critical applications for land, sea, and air.



Yahsat's mobility business, offering state-of-the-art communication solutions in over 150 countries. Thuraya is the only mobile satellite services operator to deliver GSM roaming capabilities from more than 395 worldwide GSM operators.

It also provides innovative and reliable direct-to-device voice and data solutions to a variety of sectors including energy, government, broadcast media, maritime, military, aerospace, and humanitarian NGOs.



Yahsat's data solutions arm, serving 45 countries across Africa, the Middle East, and Southwest Asia. YahClick's primary objective is to provide broadband connectivity to unserved and underserved regions around the world.



Provides end-to-end solutions for internet service providers and telecommunications carriers with high-capacity IP requirements. The solution provides satellite bandwidth and all equipment, including installation and maintenance for large bandwidth requirements.



Direct-to-home television broadcasts to more than 20 markets across the Middle East, North Africa, Southwest Asia, and Europe.



2022 Sustainability Highlights



Reliable Corporate Governance

Zero
breaches of customer data
or privacy.

Zero
anti-competitive behaviour
violations reported.

**100 percent
audit result**
from the Telecommunications
and Digital Government
Regulatory Authority for our
business continuity and risk
management procedures.

One major spacecraft anomaly
and one major gateway
disruption, with all services
successfully recovered through
our Crisis Management, Crisis
Communications and Business
Continuity plans.



Serving Customers & Communities

**Developed a single
global network
operations centre**
to support all Yahsat's services.

**Significantly
increased customer
satisfaction**
scores for Thuraya
and YahClick.

Satellite transponder
**availability increased
to 99.98 percent.**

**Approximately
128 people**
in distress helped by
Yahsat's satellite
communications services.



Investing in People

**The proportion
of women in senior
management
increased**
from approximately 8 percent
in 2021 to nearly 12 percent.

**82 percent employee
engagement score**
in our People Survey, above
the top-in-class benchmark.

132 percent increase
in average training hours
received by employees
compared to 2021.

Zero
fatalities or lost-time injuries
for employees and contractors
/ consultants.



Promoting Environmental Protection

**Signed the UAE
Ministry of Climate
Change and
Environment's
Climate Responsible
Companies Pledge.**

**More than
eight times increase**
in recycled e-waste.


**Invested in eSAT
Global Inc.** to offer low
cost, low power, low data rate
IoT products for applications
in agriculture, transportation,
logistics and environmental
monitoring.



Developing the Right Business Partnerships

**Developed
and published
a Sustainable
Procurement
position statement.**

100%
of suppliers certified their
compliance with our Supplier
Code of Conduct.



Approach to Sustainability

In 2022, Yahsat made significant progress on its sustainability journey. At the heart of this was the development of our sustainability strategy, which complements our corporate strategy and sets out how we aim to achieve our vision of becoming a leader in sustainable development throughout the world.

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Sustainability Strategy

Our strategy is based around the five key pillars identified in our sustainability framework:

- Reliable corporate governance
- Serving customers and communities
- Investing in people
- Promoting environmental protection
- Developing the right business partnerships

For each pillar, we have set strategic objectives designed to improve how we address our most material sustainability areas and contribute effectively towards sustainability-related ambitions, including Abu Dhabi's Economic Vision 2030, the UAE's Space Policy, and the UN SDGs. For the UN SDGs in particular, we aim to review and eventually set targets against the SDGs that we can effectively contribute towards. We will continue to monitor and review our performance and adjust our practices as necessary to ensure that, at all times, we promote sustainable development to the best of our abilities, as well as help Yahsat establish and maintain a leadership position in promoting sustainable development throughout the world.

Strategic objectives for each of Yahsat's sustainability framework pillars



Reliable Corporate Governance

- Establish foundations for sustainable leadership.
- Advance governance practices to highest levels of maturity.
- Align and incentivise sustainability into corporate and subsidiary practices.



Serving Customers & Communities

- Achieve high levels of customer satisfaction.
- Establish leading position as reliable and responsive disaster support partner.
- Expand connectivity and increase digital inclusion for communities and groups in need.



Investing in People

- Continue to evolve a workplace culture that fulfils the needs of employees and maximises employee inclusion and engagement by implementing best practices.
- Attract employees and incentivise employee retention by addressing key inhibiting factors and increasing transparency.
- Drive Yahsat's sustainability ambitions by integrating associated responsibilities and accountabilities.



Promoting Environmental Protection

- Establish leadership in the sustainable use of space, both regionally and internationally.
- Enable companies to operate in way that reduces their environmental impacts.



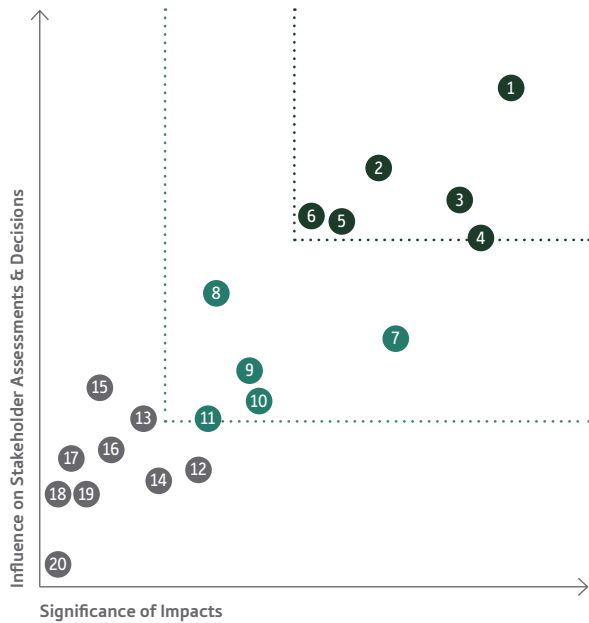
Developing the Right Business Partnerships

- Promote sustainable procurement practices and expectations with all company suppliers at corporate and subsidiary levels.
- Engage suppliers and business partners to resolve sustainability-related supply chain issues and to promote sustainability practices.

Materiality Matrix

Through our materiality assessment, we have identified and prioritised the 20 material sustainability areas of most importance to Yahsat and its stakeholders. Each area has been categorised from "Most Important" to "Important" depending on its potential impact on Yahsat's business objectives and the primary interests of our key stakeholders. The level of priority given to each area was determined by Yahsat's executive management. All areas are managed appropriately and greater priority is given to those categorised "Most Important."

All sustainability areas were identified by understanding the primary interests of our key stakeholders, as well as by reviewing best practices from Yahsat peers, SASB standards, GRI standards, ADX ESG reporting requirements, sector-specific areas assessed by ESG rating agencies, and the objectives defined in local, national, and international sustainability-related ambitions. These include the Abu Dhabi Economic Vision 2030, the UAE's National Space Policy, and the UN SDGs. Please refer to Appendix A for more details on how we engage with our key stakeholders.



Most important

- 1 Business Ethics
- 2 Data Privacy & Security
- 3 Business Continuity & Risk Management
- 4 Access to Communications & Connecting Communities
- 5 Corporate Governance
- 6 Disaster Response

Very Important

- 7 Talent Attraction, Retention & Development
- 8 Customer Relationship Management
- 9 Competitive Behaviour
- 10 Sustainable Use of Space
- 11 Health & Safety

Important

- 12 Employee Engagement, Diversity & Inclusion
- 13 Product, Innovation & Lifecycle Management
- 14 Supply Chain Management
- 15 Human Rights
- 16 Community Investment
- 17 Controversial Sourcing
- 18 Environmental Management
- 19 Carbon Emissions & Climate Strategy
- 20 Energy Management



Sustainability Framework

Yahsat's sustainability framework ('framework') has been developed to provide a clear direction for our sustainability-related efforts. The framework essentially summarises what sustainability means for Yahsat by identifying key areas of focus – our five framework pillars. Each pillar was developed by taking into consideration Yahsat's values and the relevant sustainability areas to be addressed.

The framework will help us to:

- Identify areas of our business where we can make the biggest sustainability impacts
- Drive our sustainability strategy
- Identify areas for improvement throughout our business

On a regular basis, we aim to review the sustainability areas impacting our business, as well as how we address each of these areas through our framework. This process helps us ensure we continue to identify and assess new or evolving material sustainability areas and to subsequently adjust our framework, as necessary.

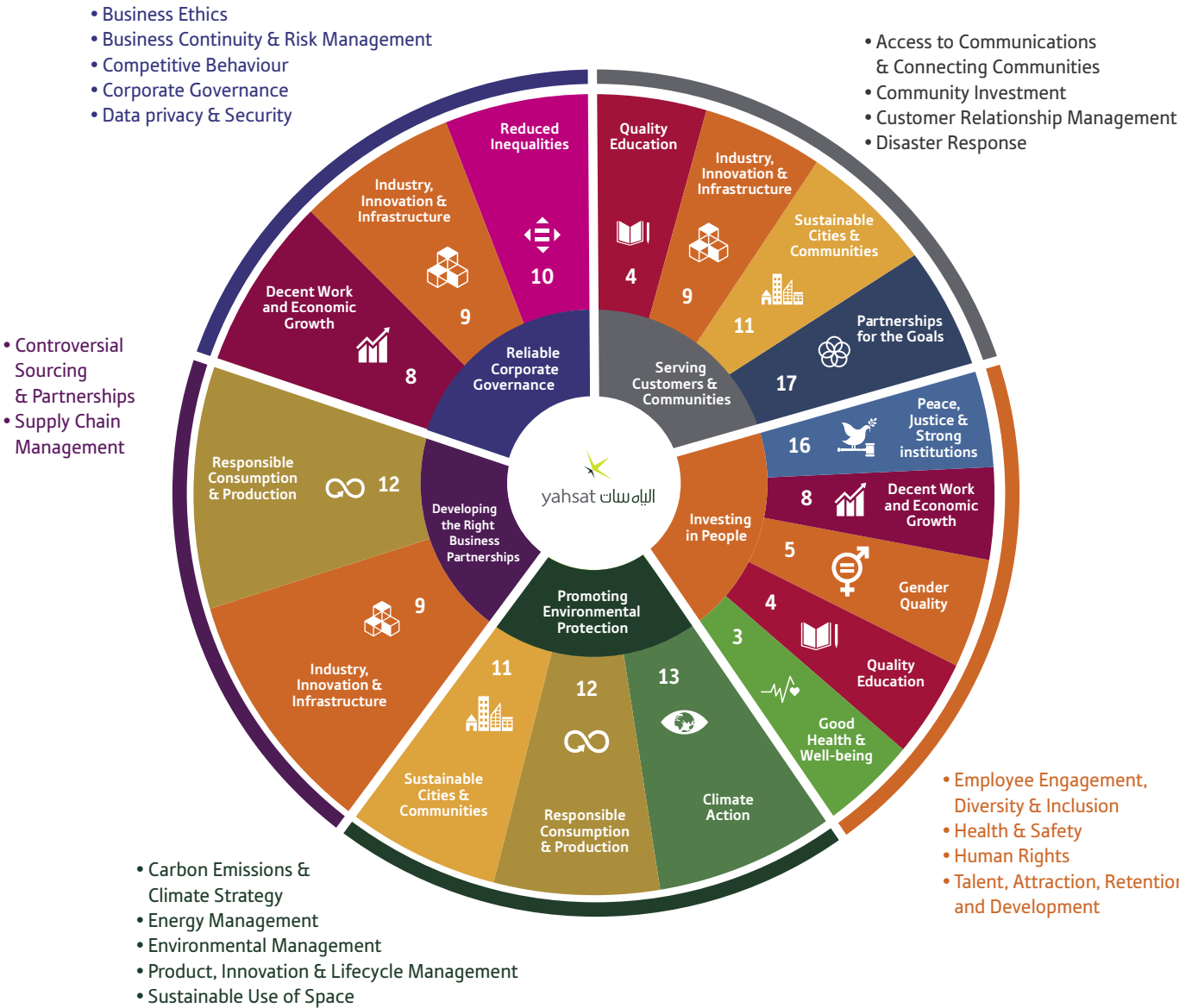
Aligning with National & International Sustainability Efforts

At Yahsat, perhaps the biggest role we can play in promoting sustainable development is through our contribution to local, national, and international sustainability efforts. Yahsat is proud to actively support a number of these efforts, in particular, we support three sustainability-related ambitions to which we believe we can make an important and effective contribution towards:

- **Abu Dhabi Economic Vision 2030**, the Government's long-term plan for the transformation of the Emirate's economy, with a reduced reliance on oil as a source of economic activity and greater focus on knowledge-based industries.

- **The UAE National Space Strategy**, which aims to enhance the space sector's contribution to the national economy and promote the UAE's regional and international presence in the sector.
- **United Nations Sustainable Development Goals**, a set of interlinked objectives that serve as a "shared blueprint for peace and prosperity for people and the planet now and in the future."

Together, these ambitions provide a focus and structure to guide our direction as a business, ensuring that we work and grow in a way that helps build a sustainable society, both in our region and globally.



Reliable Corporate Governance

We are committed to operating with integrity and maintaining the highest professional and ethical standards in every aspect of our business. Through our established and evolving governance structures, we aim to ensure all of our operational activities are performing as intended, including complying with local and international regulations, improving business performance, and ensuring stakeholder interests continue to be met.

Material Issues Covered

- Business Ethics
- Business Continuity & Risk Management
- Competitive Behaviour
- Data Privacy & Security
- Corporate Governance

UAE National Space Policy

- Ensure a supporting legislative framework and infrastructure to match the future developments in the sector

Abu Dhabi Economic Vision 2030

- Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

Sustainable Development Goals



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Board, Board Committees & Key Governance Areas

Yahsat is committed to operating with integrity and maintaining the highest professional and ethical standards. When setting an appropriate ‘tone at the top,’ Yahsat’s Board of Directors (‘Board’) is guided and empowered by Yahsat’s Charter of the Board of Directors, which sets out the Board’s roles, responsibilities, structures, and processes to be followed. All directors are appointed by shareholders through a cumulative secret ballot. The majority of the Board must be independent, non-executive, and Emirati citizens, and the Chairperson must be both independent and non-executive. In compliance with the UAE Securities and Commodities Authority’s (SCA) governance guidelines, Yahsat’s CEO is prohibited from serving as the Board Chair.

As of 31 December 2022, Yahsat’s Board was composed only of non-executive members, of whom 67.7 percent were independent. The categorisation of an independent director adheres to the definitions used by the SCA. Five Board meetings were held during 2022 with an attendance rate of 84 percent.



Since becoming a publicly listed company in July 2021, Yahsat’s Board members remain unchanged and have held their positions for approximately 1.6 years. Prior to becoming a publicly listed company, the average tenure for our Board members increases to approximately 3.3 years. Collectively, the Board draws on a wealth of experience, as each Director holds, or has held, leadership positions in reputable organisations across a range of relevant industries, including telecommunications, space, defence, security, military, manufacturing, artificial intelligence, media, finance, and government sectors. For additional information on our Board, including remuneration, shareholdings, attendance rates, Board committee composition, and more, please refer to the 2022 Corporate Governance Report on Yahsat’s website.

Board Members	2020	2021	2022
Total number of board members	8	9	9
Total number of independent members	N/A	6	6
Total number of non-independent members	N/A	3	3
Total number of executive members	0	0	0
Total number of non-executive members	8	9	9
Total board seats occupied by men	6	8	8
Total board seats occupied by women	2	1	1
Percentage of Board Committees Chaired by Men	-	75%	50%
Percentage of Board Committees Chaired by Women	-	25%	50%

Induction & Training

To ensure each Board member sufficiently understands their duties and maintains an appropriate level of understanding regarding Yahsat’s activities and the industries it operates in, all Directors receive a comprehensive induction upon appointment. This induction includes an introduction to Yahsat’s business, strategy, competitors, operational activities, financial performance, challenges, industry developments, and important corporate governance areas, including the Code of Ethics, delegation of authority, obligations as a publicly listed company, and Board responsibilities and duties.

Training of Board members occurs on a regular basis based on identified needs and emerging topics of relevance or interest. Training sessions can be administered in formal settings or be included in Board meetings or retreats. In 2022, the General Counsel provided detailed training to the Board on multiple areas of importance, including corporate governance, directors’ duties and potential liability, conflicts of interest, disclosure obligations and the principle of equality of information among shareholders, insider trading, and related party transactions. Sustainability training was also provided to the Board by a third-party consultant in 2022, which included Yahsat’s sustainability journey to date, key regional and international sustainability drivers, ESG rating agency expectations, Yahsat’s sustainability framework and three-year sustainability strategy, as well as recommendations on how the Board can further support Yahsat’s sustainability ambitions.



Evaluation Mechanisms

In collaboration with the Nomination and Remuneration Committee, the Board Chairman and Board Secretary undertook a structured evaluation of the Board’s performance in 2022. The evaluation focused on the functioning of the Board as a whole, as well as the performance of individual Directors, their standards of conduct, and identified areas of improvement.

Every three years, the Board is required to invite a suitably accredited and independent professional entity to conduct an assessment on the effectiveness of the Board, its committees, and individual members. The results of the evaluation are subsequently shared with the Board and all key findings are communicated to shareholders. Such an evaluation has not yet occurred since Yahsat became publicly listed.

Board Committees

To help the Board effectively discharge its responsibilities, a number of Board committees have been established, each with its own charter. In 2022, Board committees were:

Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee (ARCC) is governed by the ARCC Charter and assists the Board in fulfilling its governance, risk management, and internal control responsibilities. The ARCC is chaired by an independent, non-executive Board director and is composed of five members, including three independent and non-executive Board directors. The ARCC is required to meet quarterly and met four times in 2022 with an attendance rate of 95 percent.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) is governed by the NRC Charter and assists the Board in the efficient management of compensation and general human resources management. The NRC is chaired by an independent, non-executive Board director and is composed of five members, including an independent, non-executive Board director. The NRC is required to meet quarterly and met four times in 2022 with an attendance rate of 90 percent.

Ethical Standards

To help Yahsat fundamentally incorporate ethical business practices into its everyday operations, it seeks to continuously promote a culture of professionalism and integrity. Empowered by the Ethics and Compliance (E&C) Charter and [Yahsat's Code of Ethics](#), respectively, the independent E&C Office has established the necessary governance structures to uphold high ethical standards throughout the Group. By reporting directly to the Audit, Risk and Compliance Committee on a quarterly basis, the E&C Office maintains its independence and can effectively implement its E&C programmes; conduct biannual risk and control assessments alongside the Internal Audit Department on relevant areas of the business for corruption and bribery; and ensure sufficient E&C-related training is provided to all employees.

The Code of Ethics is applicable to everyone who works directly for, or represents, Yahsat, and includes employees, suppliers, contractors, and subsidiaries. By incorporating the Code of Ethics into the foundational corporate governance policies that guide Yahsat's operations, the E&C Office strives to fundamentally embed ethical business practices across the Group. All such corporate governance policies include:

- Conflict of Interest Policy
- Anti-Bribery & Corruption Policy
- Business Partner Due Diligence Policy
- Personal Trading Policy
- Securities Trading Policy
- Data Privacy Policy
- Corporate Communications Policy
- Information Security Policy
- Data Retention Policy
- Export Control and Sanctions and
- Compliance Policy
- Competition Law Policy

To reinforce and continually promote an ethical working culture, the E&C Office conducts mandatory e-learning programmes for all employees. Additional ethics-related training is provided throughout the year too, covering key topics including anti-bribery and corruption, fraud, information security, and Yahsat share trading. During 2022, 100 percent of our employees received training on and acknowledged Yahsat's Code of Ethics. All ethics-related training sessions, including the Code of Ethics itself, are made available at all times on the Group's intranet.

Policy Influence

As per Yahsat's Code of Conduct, we follow global anti-bribery and corruption laws, and avoid the appearance of any conflict of interest that might violate applicable laws or harm relationships or reputations. We do not involve Yahsat, directly or indirectly, with any form of political or electoral activity. Any lobbying activities must be legal, for legitimate reasons and ethical. Gifts must not consist of a charitable donation or donation to a political party. Charitable donations are managed and approved in accordance with Yahsat's Corporate Communications Policy; all charitable donations are approved at Yahsat's annual general meetings with the endorsement of the Ethics & Compliance Office.

During 2022, Yahsat made zero monetary contributions towards political campaigns, political organizations, lobbyists or lobbying organizations, trade associations, or other tax-exempt groups involved in creating or influencing public policy.

Whistleblowing

For any employee concerned about a possible breach of the Code of Ethics, multiple channels have been established to report or seek clarifications on all such potential instances, including email, direct reporting through line managers, an independent and anonymous helpline, and a newly developed E&C mobile application, which can also be used to request approvals associated with gifts, entertainment, sponsorships, conflicts of interest, and other ethical-related areas. Regarding approvals on ethical areas, such as accepting reasonably appropriate gifts or hospitality, all will have controls established to ensure that even the slightest perception of bias or impropriety is neutralised. For non-Yahsat employees and all external parties, an email address has also been established to report or seek clarifications on any identified or potential breaches of the Code of Ethics.

Code of Ethics Violation Channels

Internal email: ethics@yahsat.ae
External email: compliance@yahsat.ae
Helpline: 02-507 6446

All concerns raised through our whistleblowing channels are reported to the E&C Office, which conducts reviews and investigations as needed. Upon completion of all reviews and investigations, reports are developed and submitted to the Audit, Risk and Compliance Committee, as well as Yahsat's CEO, who in-turn authorises disciplinary or corrective actions as appropriate. During 2022, two grievances were reported to the E&C Office, both of which were subsequently resolved, and zero instances of anti-competitive behaviour or corruption were recorded.

Ethics & Compliance Grievances	2020	2021	2022
Total number of grievances	2	1	2
Total number of grievances resolved	2	1	2

Governance for Sustainability

A key priority for Yahsat's sustainability governance during 2022 was to develop an Environmental, Social, and Governance (ESG) Policy. The purpose of this policy is to formally outline our approach and commitments towards appropriately managing all the material ESG/ sustainability areas we have identified, as well as how we intend to contribute towards local, national, and international sustainability-related ambitions. A first draft was developed during 2022 and is currently under review with an aim to be published in 2023. In addition to our ESG Policy, we have developed a position statement for four key sustainability areas, respectively, in order to elaborate on why each area is important, how Yahsat is specifically addressing each area, and to clarify our associated commitments. Specifically, position statements were developed for sustainable procurement, employee training and development, digital inclusion, and the sustainable use of space and satellite fleet management, each of which shall become publicly available during 2023.

Helping to drive and keep track of sustainability priorities and initiatives throughout Yahsat, an ESG function was established during 2022, which reports directly to the Executive Vice President of Corporate Communications and ESG. This function supports cross-functional working groups to implement sustainability-related initiatives throughout Yahsat. All ESG progress is reported to the CEO in weekly operations meetings and quarterly updates are shared with the Audit, Risk and Compliance Committee. Moreover, the Board has incorporated sustainability-related KPIs into its corporate scorecard, which serve to incentivise and monitor the performance of the Executive Management in achieving Yahsat's sustainability objectives.



Business Continuity & Risk Management

Business continuity management (BCM) continues to be a fundamental practice at Yahsat. We conduct annual review cycles to test and improve our BCM practices, which ensure our business functions and services operate without interruption and that we can effectively respond to any risks that may materialise. For example, we successfully tested two business continuity plans (BCP) for our information technology disaster recovery and site emergency management, respectively. Our BCM processes include threat risk assessment, business impact analysis, crisis management and communications, and developing BCPs for all critical processes. The methodologies we incorporate into our BCM practices are aligned with the ISO 22301 standards, which are specifically developed for implementing and maintaining effective BCPs and processes, and the National Emergency Crisis and Disasters Management Authority's (NCEMA) standards, which are also aligned with the ISO 22301 standards.

Annual audits are regularly conducted by the Telecommunications and Digital Government Regulatory Authority (TDRA), using the NCEMA standards, on our BCM practices. These audits provide independent assurance on how well our BCM practices are functioning. The most recent audit conducted by the TDRA during 2022 resulted in the best possible score of 100 percent. Moreover, Yahsat's internal audit function also conducts audits on all BCM practices, adding another layer of independent assurance.

All business risks are identified and assessed through a detailed threat risk assessment process, which includes monitoring existing controls to calculate inherent and residual risk levels. Key risks identified for Yahsat include fires, spacecraft anomalies, power outages, the unavailability of personnel, and cybersecurity.

In 2022, we experienced one major spacecraft anomaly and one major gateway disruption. In response, we activated our crisis management, crisis communication, and associated BCPs. We successfully recovered all services and maintained communication with relevant stakeholders throughout the recovery. Subsequently, a post-incident review was conducted and various measures were implemented, where possible, to prevent reoccurrence of similar incidents in the future.

The risks associated with the COVID-19 pandemic continued to be monitored as related restrictions were gradually reduced throughout 2022; we continue to follow government guidelines and adopt remote working tools and flexible working practices.

Data Privacy & Security

Yahsat explicitly understands the need for data privacy and information security from its customers and remaining stakeholders, especially in the context of providing secured and critical satellite communications for national security purposes. All governance structures established for information security (IS) purposes are comprehensive and include an IS Charter, Committee, and Policy, among other supporting policies. The IS Charter defines the roles, responsibilities, and authorities to prevent and effectively respond to an information security incident. The IS Committee, consisting of mostly C-suite executives, regularly oversees all IS-related activities throughout the Group and reports to the Audit, Risk and Compliance Committee.

A critical activity overseen by the IS Committee includes regularly identifying and appropriately responding to vulnerabilities in Yahsat's information technology (IT) infrastructure. Multiple measures have been implemented to detect all such vulnerabilities. Security scanners have been deployed for our IS teams to actively monitor. External security assessments are conducted by our security operations centre, which include regular cybersecurity stress tests. If any identified weaknesses are discovered, threat intelligence reports are developed and are subsequently addressed as needed.

Regarding Yahsat's IS Policy, which is applicable to all information assets and systems throughout the Group, it aims to implement a uniform approach towards ensuring the confidentiality, integrity, and availability of all information. Moreover, the IS Policy is further supported by additional IS-related policies, including:

- Data Privacy Policy (found in our Code of Ethics)
- Data Classification and Protection Policy
- Asset Management Policy
- Data Centre Policy and Code of Conduct
- Access Control Policy
- Anti-Malware Management Policy
- Information Security Incident Management Process and Procedures
- Yahsat Information Security Awareness and Training Policy
- Third Party Security Policy
- Removable Media Protection Policy
- Secure Systems Development Procedure
- Change Control Management Policy and Procedure
- Information Security Incident Management Policy
- Information Security Risk Management Policy

As outline in the Information Security Awareness and Training Policy, we strive to regularly raise awareness throughout the Group about appropriate information security practices, as well as require all relevant employees working in an IS role to demonstrate their knowledge and competencies by obtaining professional IS-related certifications.

During 2022, and continuing a trend since 2020, there were zero identified leaks, thefts, or losses of customer data.

Data Privacy & Information Security

- 2020
- 2021
- 2022

Total number of identified leaks, thefts, or losses of customer electronic data

ZERO ZERO ZERO

Total number of substantiated concerns received concerning breaches of customer privacy

ZERO ZERO ZERO

Developments in 2022

As Yahsat is required to comply with the National Electronic Security Authority (NESA) (now the Signals Intelligence Agency (SIA)), as well as Mubadala's Information Security Forum (ISF) security frameworks, a new information security management system was implemented. The new system is based on ISO/IEC 27000 standards, a series of mutually supporting information security standards, and will help Yahsat to comply with all relevant IS-related regulations and policies, as well as other related standards and frameworks, including the National Institute of Standards and Technology and the Center for Internet Security.

Significant progress was made in implementing the existing information security programme, especially regarding access control, data protection, vulnerability management, incident response, and acceptable use policies (AUP). In order to build an implementation roadmap for the rest of the information security programme, a Request for Proposal was released for external assistance.

New Data Protection Law

Preparations were made to comply with the new UAE Personal Data Protection Law (Federal Decree Law No. 45 of 2021), which Yahsat shall adopt once the associated regulations are approved and issued. A preliminary assessment for the processing of personal data was conducted and we have designed processes to track and monitor data processing in accordance with the new law. Moreover, updates were made to Yahsat's Data Privacy Policy to further incorporate General Data Protection Regulation (GDPR) requirements.

Cyber Protection & Incident Response

Several cyber protection measures and improvements were implemented, including:

- Replacement of obsolete firewalls
- Upgrading intrusion prevention systems
- Enhancing endpoint incident containment and extending security controls
- Extending privilege access management to Yahsat subsidiaries
- Empowering the security operations centre further with an artificial intelligence-based notification system

Key Risks & Mitigating Controls

Fire	Spacecraft anomalies	Power outages	Unavailability of critical applications	Unavailability of personnel	Cyber security
<ul style="list-style-type: none"> • Fire detection and suppression systems • Site emergency management plan • Trained wardens 	<ul style="list-style-type: none"> • Monitoring and maintenance systems • Offsite back-up control centre • Trained engineers (regular refresher training) • Support and service level agreements with manufacturers (Airbus, Boeing, HNS) 	<ul style="list-style-type: none"> • Onsite back-up power generator • Redundancy (i.e., two or more) power supplies at all critical points • Multiple uninterruptable power supplies (UPS) 	<ul style="list-style-type: none"> • Redundancy and back-up measures for critical applications, to avoid data loss and ensure they can continue to be used • All critical applications available at the offsite back-up control centre 	<ul style="list-style-type: none"> • Identification of minimum required personnel • Identified primary and secondary personnel back up for all critical processes 	<ul style="list-style-type: none"> • Incident containment through dedicated 7/24 monitoring, detection, and isolation control • Security incident mitigation through third-party incident response retainer

Serving Customers & Communities

We are committed to operating with integrity and maintaining the highest professional and ethical standards in every aspect of our business. Through our established and evolving governance structures, we aim to ensure all of our operational activities are performing as intended, including complying with local and international regulations, improving business performance, and ensuring stakeholder interests continue to be met.

Material Issues Covered

- Access to Communications & Connecting Communities
- Community Investment
- Customer Relationship Management
- Disaster Response

UAE National Space Policy

- Provision of Competitive and Leading Space Services
- Development of advanced local capacities in space technology manufacturing and R&D

Abu Dhabi Economic Vision 2030

- Develop a sufficient and resilient infrastructure capable of supporting the anticipated economic growth

Sustainable Development Goals



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Providing Quality Service

The mission of the Operations Division at Yahsat is to ‘Deliver outstanding service quality 24/7 to our customers through synergistic and efficient operations.’ This is made possible by continuously enhancing the capabilities of our existing network operations, which support all customer segments and internal departments within established service level agreements and guidelines, and enables the Division to scale, synergise its efforts, and grow to meet future customer and internal department needs.

Our goal is to improve overall efficiency and achieve predictable service delivery, especially in the areas of change, incident, problem, knowledge, and release management across all Yahsat operations.



Improving Our Standards & Capabilities

By aiming to provide the highest quality services for our customers, we continued to enhance and develop a range of quality assurance programmes throughout the year. Our goal is to improve overall efficiency and achieve predictable service delivery, especially in the areas of change, incident, problem, knowledge, and release management across all Yahsat operations. Two approaches we have taken to achieve our goal are to align our quality assurance programmes with the Information Technology Infrastructure Library (ITIL) standards, which are designed to standardise the selection, planning, delivery, maintenance, and overall lifecycle of IT services within a business. The second approach is to continuously monitor key performance indicators (KPIs) and targeted performance, which include:

Total number of change requests successfully completed within the scheduled timeframe
(target: $\geq 90\%$)

Total number of change requests failed
(target: $\leq 3\%$)

Percentage of incidents resolved within defined service level agreements
(target: $\geq 95\%$)

Percentage of chronic and repetitive incidents
(target: $\leq 5\%$)

Percentage of satellite network availability
(target: 99.8%)

Percentage of customer tickets resolved within 2 hours for Thuraya customers
(target: 80%)

In our efforts to increase productivity, all employees in Yahsat’s Network Operation Centre (NOC) were provided with training on the different platforms operated. By learning to efficiently operate these different platforms, work productivity is estimated to have increased by over 20 percent. In turn, these productivity gains have helped to deliver significant bottom-line savings exceeding USD 1 million for our broadband services unit and USD 2 million to Yahsat overall.

A series of technology improvements were made throughout the year to the network components and systems serving our customers. Specifically, for each of our main customer segments, which have dedicated networks and systems, the following improvements were made:

- **Corporates:** increasing the operational efficiency and productivity of the network infrastructure while accelerating corporate digitisation.
- **Thuraya:** modernising the network, including utilities, servers, databases, radio equipment, IP backbone, core network, and service applications in order to offer a wider and better range of service.
- **Yahsat Government Solutions (YGS):** improving the services for the UAE armed forces, including initiating a five-year modernisation programme to upgrade all government satellite communication systems.
- **YahClick:** synergising network operations centres and increasing productivity.

To help form a centralised and global NOC, we integrated specific and separate network functions, while ensuring we could still maintain secured and segmented services, as required for specific government services and specialised programmes. By standardising all of our systems, we have created the foundation to further integrate other operational areas, which so far includes a centralised service desk for change and incident management, as well as a newly introduced customer relationship management system (CRM), Microsoft Dynamics.



Delivering Customer Satisfaction

Delivering excellent customer service is fundamental to how we work as a business. We aim to achieve this through a customer-centric focus across all operational services and support activities. Throughout 2022, the Operations Division continued to implement its 'Voice of Customer' programmes, which are designed to listen to and learn from the direct experiences of Yahsat's customers. Three areas of focus included conducting strategic account reviews for both YahClick and Thuraya service partners; implementing executive escalation processes, which includes weekly operational review sessions with cross-departmental functions, to review all customer-related escalations, service trouble tickets, service requests, resolutions, and issue trends; and enhancing our customer satisfaction measurement and feedback mechanisms. Moreover, roadmaps were developed to improve customer interaction, especially in terms of routing treatments, prioritisation, and the availability of customer interaction channels, such as voice, chat, WhatsApp, email, portals, and a newly introduced chatbot.

Key customer satisfaction metrics we strive to monitor include:

- Customer Satisfaction (CSAT), which tracks how satisfied customers are with our products and services.
- Net Promoter Scores (NPS), which assess how likely it is that a person would recommend our services.
- Customer Effort Scores (CES), which measures the level of effort required by a customer to resolve an issue.

By the end of 2022, customer satisfaction showed significant improvements across our key service offerings. For Thuraya and YahClick services, customer satisfaction increased significantly from 53 to 79 percent and 37 to 52 percent, respectively. The NPS also increased significantly for Thuraya, whereas for YahClick, its NPS recorded a slight decrease and remained at relatively similar levels to 2021. In 2023, we are planning to establish formal customer relations and satisfaction commitments and policies. This will help all Yahsat customers to better understand what they can expect in terms of service, and guide Yahsat's employees on how to effectively approach and appropriately engage with Yahsat customers.



Customer Satisfaction	2021	2022
Thuraya		
NPS	7%	57%
CSAT	53%	79%
YahClick		
NPS	22%	19%
CSAT	37%	52%

There are two tiers of support provided to customers when they have a complaint or request. The first tier of support is provided by Yahsat's service partners, who oversee in-country sales and service operations for end-users of Yahsat's products and services. If a service partner cannot address a complaint or answer a request, it is escalated to Yahsat. Most escalated complaints or requests are resolved by the respective service partners once Yahsat has provided them with appropriate guidance. 100 percent of all complaints, issues, enquiries, and requests are appropriately resolved or further escalated as needed.

Customer Complaints & Requests	2020	2021	2022
Thuraya			
Total number of complaints or issues	3,950	4,200	3,933
Total number of enquiries or requests	15,442	16,795	16,764
YahClick			
Total number of complaints or issues	4,194	3,653	3,730
Total number of enquiries or requests	5,304	4,671	4,719

Satellite Service Management

Yahsat uses sophisticated network monitoring systems (NMS) to capture service outage incidents at the subscriber, beam-wide, and network-wide levels. These NMS include fault management and reporting features to capture network faults and traffic outages, store event logs, and provide alerts to network operators. The NMS enables the NOC to easily investigate events by providing key metrics that can be scrutinised, which capture the exact duration of outages and help to identify the root cause.

When a service outage incident is identified, a Preliminary Reason for Outage Report should be notified to external customers within 48 hours. Such incidents are classified based on the expected impact on service availability, the ability to continue meeting regulatory requirements, and expected reputational impacts. Depending on the severity of impact towards each of these three areas, incidents are classified as follows:

Incident Type	Impact	Urgency	Risk
Minor	Low	Low	Low
Standard	Med-High	Low	Low
Major	Med-High	Low-Med	Med-High
Urgent	Low-Med	High	Low-Med-High
Emergency	High	High	Med-High

An Incident/ Root Cause Report should be developed within 15 days of the incident occurring. Slightly different versions of the report are shared with the concerned Yahsat employees and impacted customers. The report contains information related to the reason for the service interruption, area and type of incident, event timeline, and root cause, which includes specific details across four main areas: people, process, technology, and tools.

Yahsat uses sophisticated network monitoring systems (NMS) to capture service outage incidents at the subscriber, beam-wide, and network-wide levels

To prevent and better prepare Yahsat to quickly respond to any service outages, a number of improvements were made throughout the year, including:

- Enhancements to operational processes identified as deficient through root cause analysis exercises.
- Implemented patches and updates to system software and device firmware to eliminate bugs.
- Conducted regular audits of network configurations and device settings to ensure consistency of correct configurations across all gateways.
- Enhanced and added monitoring metrics used for devices and system performance to ensure that faults are immediately detected before causing outages.
- Carried out system upgrades and migrations to the latest technology.
- Implemented an interference management process to react quickly to intentional jamming, which is a form of electronic anti-satellite (ASAT) attack that interferes with communications traveling to and from a satellite.





Satellite Availability

Satellite’s transmit information through transponders using a range of frequencies. Across Yahsat’s fleet of satellites, these frequencies include C, Ku, Ka, and L. Satellite transponder availability measures the time a satellite’s transponders are operational to continue transmitting information. Issues, such as satellite anomalies, problems with the information being received, and configuration issues, can cause a transponder to stop working. During the last three years, the average transponder availability for Yahsat’s satellites has exceeded 99.9 percent, and almost all satellites during 2022 maintained 100 percent availability.

Satellite Transponder Availability

Satellite	Band	2020	2021	2022
AY1	C	99.87%	100%	100%
	Ku	99.83%	100%	100%
	Ka	99.85%	100%	100%
AY2	Ka	100%	100%	100%
AY3	Ka	100%	100%	100%
Th2	L	99.99%	99.96%	100%
Th3	L	100%	99.91%	99.98%



Satellite gateways are ground stations connected to a network operations centre that is connected to the internet. The gateways exchange (transmit and receive) data with orbiting satellites. The average availability of the satellite gateways exchanging data with Yahsat’s satellites over the past three years has also exceeded 99.9 percent.

YahClick Gateway Availability

Satellite	Gateway Location	2020	2021	2022
AY2	Luxembourg	99.89%	99.98%	99.98%
	Athens	99.93%	99.98%	99.98%
	Madrid	99.94%	99.95%	99.98%
	Abu Dhabi	99.98%	100%	100%
AY3	Athens	99.94%	99.98%	99.96%
	Luxembourg	99.88%	99.97%	99.96%
H4	South Africa	99.94%	99.95%	99.99%
	Nigeria	N/A	100.00%	99.99%

Supporting Communities

With a rich history in helping communities to overcome difficulties in connecting to the internet and accessing information, Yahsat remains committed to expanding global connectivity and promoting digital inclusion for all communities and groups negatively impacted by factors contributing towards the digital divide, as outlined in its [Digital Inclusion Position Statement](#). Due to the extent of Yahsat’s global coverage, it has successfully provided communication solutions to multiple communities based in the United Arab Emirates, Iraq, South Africa, Kenya, Pakistan, and Australia. Through such communications solutions, these communities have also gained access to e-learning opportunities, enhanced healthcare services, telemedicine solutions, and information and communication training.

In 2022, we continued to help similar types of communities. In partnership with ZARNet, we supported rural communities spread across 10 provinces in Zimbabwe to overcome internet connectivity challenges through the provision of affordable and secure internet connectivity. As a result, 4,500 schools will gain access to affordable and reliable internet connectivity. Through this partnership, we have already connected 1,000 government sites by the end of 2022. Given the high importance to Zimbabwe government and positive impact, we aim to fast track execution and provide connectivity to all 4,500 sites by the end of 2023 as part of the three-year agreement.

“Connectivity is a challenge faced by most rural areas and with the growing demand for it in our digital world, it is one to be really concerned about. Our solutions are tailor-made for these challenges, especially targeted at the education sector. By implementing them we aim to set Zimbabwe’s next generation on a path towards a digital age, powered by our connected solutions that will bring the world to them.”

Sulaiman Al Ali, CEO, YahClick

Additional ways Yahsat supported reducing the digital divide in 2022 was through the provision of free satellite communications training sessions. The aim of these training sessions was to spread knowledge and certify people from around the world who are seeking very small aperture terminal (VSAT) installation and maintenance skills. Each training session explained how two-way satellite communication works and was designed to help participants take advantage of career opportunities in satellite technology. Three courses



were offered, one for beginners and two for advanced/ experienced satellite communications professionals. The beginners’ course had 21 participants, the first advanced course had 17 participants (all from UAE universities), and the second advanced course had 37 participants.

To continue promoting space-related education and raising awareness throughout the UAE, Yahsat held space summer camps and partnered with the Dubai Astronomy Group, which was founded to encourage and promote the study of astronomy and its related fields in the Middle East region and beyond. The space summer camps were organised to educate youth on space sciences, the basics of space engineering, and space-enabled technologies. Through the partnership with the Dubai Astronomy Group, virtual workshops were held for over 950 UAE-based students to celebrate World Space Week, which covered trending technologies and the latest developments in the global space and satellite sector.





Other ways Yahsat supported local communities during 2022 included contributing towards the UAE’s 1 Billion Meals initiative, the largest food distribution campaign in the region. The initiative was organised by Mohammed Bin Rashid Al Maktoum Global Initiatives, in partnership with the World Food Programme, United Nations High Commissioner for Refugees, and the Global FoodBanking Network. In the future, Yahsat plans on developing a Corporate Social Responsibility Framework with the aim of supporting local communities more effectively. During 2022, Yahsat’s total community investments totalled approximately AED 38,168.

Disaster Response

Satellite operators are well positioned to provide critical communications support to organisations striving to address humanitarian crises in disaster-struck areas of the world. Through the provision of immediate satellite communications solutions, organisations and local governments can effectively communicate and coordinate their approaches towards abating and resolving a crisis when it occurs. Historically, Yahsat has enabled multiple organisations to address humanitarian crises in various parts of the world, including the Philippines, Sudan, Yemen, and Afghanistan. Moreover, Yahsat continues to be a signatory of the United Nations Crisis Connectivity Charter, which aims to improve the way the global satellite community meets the communications needs of all stakeholders impacted by a disaster situation.

In 2022, we developed a ‘Yahsat Saves Lives’ operation support agreement. The main purpose of the Agreement is to define our operational support procedures for when a natural disaster strikes a country covered by Yahsat’s services, as well as when an emergency request is received by Yahsat to enable satellite services for people in distress. Key areas in the Agreement include outlining Operational Level Agreements with back-office support entities, assisting incoming distress calls with the nearest search and rescue agencies, and maintaining optimal status of networks or spot beams (a satellite signal that transmits to a pinpointed geographic area on earth) in affected countries.

Throughout the year, Yahsat provided vital help to a number of people in emergency situations, as highlighted in the table below.

Date	Type of Incident	Area	Details	Number of people assisted
May	 Distress call from sea	Malta Sea	A boat carrying 65 people, including children, from Libya to Italy broke down. A Thuraya satellite phone enabled them to call for help and get rescued.	65
		Oman	Two boats carrying five people became stranded after running out of fuel.	5
June	 Earthquake	Afghanistan	Yahsat monitored the status of satellite phones, as well as the failed registration attempts of satellite phone users attempting to connect to Yahsat networks.	-
November	 Distress call from sea	Libya	A boat carrying approximately 45 people from Libya to Italy broke down and needed assistance.	40-45
		Philippines	A fishing boat sank carrying seven people, who were floating at sea for two days.	7
	 Earthquake	Indonesia	Yahsat monitored the status of satellite phones, as well as the failed registration attempts of satellite phone users attempting to connect to Yahsat networks. Yahsat accordingly reactivated disconnected and suspended satellite SIMs.	2
		Turkey		4



CASE STUDY

Yahsat’s Technology Saves Lives

Yahsat’s Thuraya XT-LITE satellite phone became a lifesaver for seven fishermen when their boat sank, leaving them stranded at sea for two days in November 2022.

When their fishing boat went down in turbulent waters near the Philippines, the men were able to establish contact with their families using the XT-LITE satellite phone. The families, in turn, were able to establish contact with local partner, DelNet, who informed Yahsat’s offices in Singapore of the crisis. Yahsat’s Customer Care team topped up the credit on the satellite phone, enabling them to coordinate with the Coast Guard and provide them with their GPS location to be rescued.

“Yahsat, as a global satellite solutions provider, has represented the values of the UAE in relation to humanitarian support and aid by assisting in urgent search and rescue missions during crises. It gives me great pride to see the role of their solutions in driving connectivity during times of need, thereby cementing the importance that we place on cross-border collaboration. We would like to thank Yahsat, DelNet, and the Philippines Coast Guard and Navy, which were instrumental in saving the lives of these seven individuals.”

Ambassador Extraordinary and Plenipotentiary H.E. Mohamed Obaid Alqataam Alzaabi

Investing in People

We know that our achievements at Yahsat are fundamentally built upon the cumulative abilities and attitudes of our workforce. We are committed to empowering our employees to succeed and to become role models in their communities. A key objective is to attract and retain highly talented employees while simultaneously promoting Emiratisation. By building a diverse, egalitarian and safe working environment, we strive to maximise employee well-being.

Material Issues Covered

- Employee Engagement, Diversity & Inclusion
- Health & Safety
- Human Rights
- Talent Attraction, Retention & Development

UAE National Space Policy

- Creating space culture and expertise

Abu Dhabi Economic Vision 2030

- Drive significant improvement in the efficiency of the labour market
- Develop a highly skilled, highly productive workforce

Sustainable Development Goals



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Our Workforce

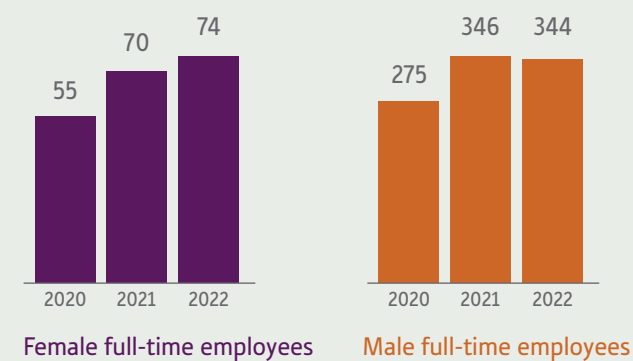
Yahsat continues to optimise its workforce in order to create synergies, gain operational efficiencies, and ensure the Group can successfully work towards its strategic objectives. By the end of 2022, Yahsat's total workforce had decreased by four percent, mostly due to a 33 percent reduction in the total number of contractors and consultants as compared to 2021. The total number of full-time employees in our workforce remained at relatively similar levels compared to 2021 and men accounted for 82 percent of full-time employees.

When comparing the changes to Yahsat's full-time employees from 2020 to 2021, which increased by 26 percent in total in accordance with the business plan, we were able to maintain an equal increase in both male and female employees, which increased by 26 percent and 27 percent, respectively.

Workforce size	2020	2021	2022
Total number of employees	389	477	457
Full-time employees	330	416	418
Part-time employees	0	0	0
Total number of contractors and/or consultants	59	61	39

Workforce by employment level	2020	2021	2022
Full-time employees in senior management	50	60	67
Female	4	5	8
Male	46	55	59
Full-time employees in middle management	65	88	108
Female	6	8	13
Male	59	80	95
Full-time employee staff (other levels)	215	268	243
Female	45	57	53
Male	170	211	190

Workforce by gender profile

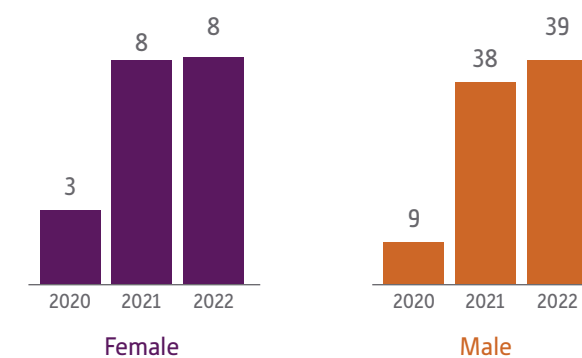
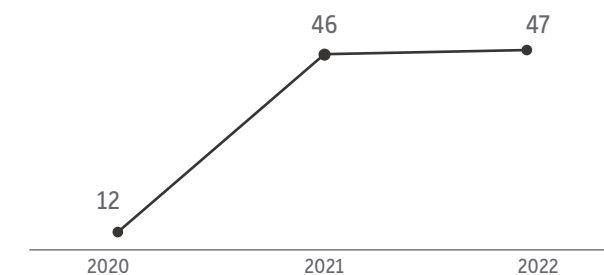


Throughout the year, the total number of new hires for both men and women remained at relatively similar levels compared to 2021. We unfortunately saw a 108 percent and 160 percent increase in employees and contractors/ consultants leaving the organisation, respectively, as compared to 2021. We consistently strive to better understand the reasons for employees leaving our organisation, especially when a person leaves voluntarily.

In 2023, Yahsat is planning on implementing a new growth strategy that aims to expand its markets through diversified product and service offerings, as well as through new mergers, partnerships, and acquisitions. To ensure Yahsat is sufficiently prepared to execute this strategy, rapid transformations will be required for specific skill sets, knowledge, and experience. All of which will be met through new recruitment and addressing the training and development needs of our existing workforce.

New Hires & Turnover

New employee hires by gender

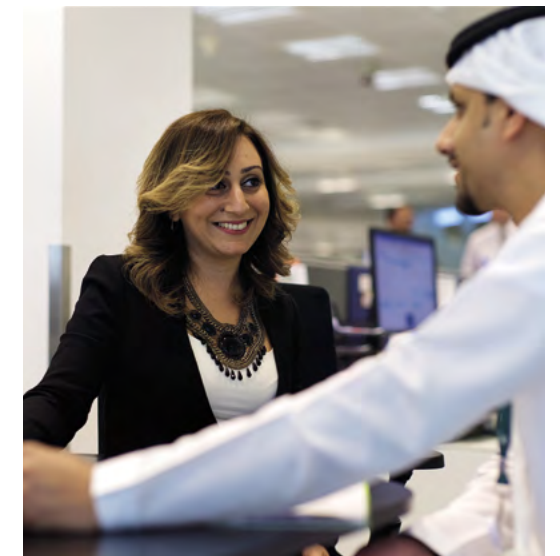


Employee turnover	2020	2021	2022
Total number of employees who left the company	27	25	52
Full time	27	25	52
Part time	0	0	0
Contractor turnover	2020	2021	2022
Total number of contractors/ consultants who left the company	12	5	13

Diversity & Inclusion

Yahsat strives to promote diversity and is committed to maintaining an egalitarian workforce, where Group employees are treated equally and all forms of discriminatory acts are prohibited. To help drive the promotion of diversity, our Human Capital Department set a target of increasing the percentage of female employees by 1% in 2022 (compared to 2021), which was successfully achieved by year end. When seeking to increase female representation among our workforce, we aim to hire young women and support their career development through our training and development programmes, which can include assignments to projects in countries outside of the UAE. Among our senior management, the proportion of women increased from approximately 8 percent in 2021 to nearly 12 percent in 2022. A similar increase was also seen among our middle management, with the proportion of women increasing from approximately 9 percent in 2021 to 12 percent in 2022.

Additional ways we strive to promote diversity is by maintaining an equal pay policy and by providing parental leave benefits to our employees. By the end of 2022, the annual median compensation for males and females was USD 137,624 and USD 115,040, respectively. Using an updated compensation methodology, we revised the previously reported annual median compensation for males and females in 2021, which is USD 134,487 for males and USD 114,364 for females. The revised compensation methodology now includes an employee's basic salary and all variable allowances excluding child education support and annual bonuses. Paid parental leave is made available to employees following the birth of a child or the placement of an adopted or foster child with an employee. All female employees are entitled to 90 paid days of maternity leave and all male employees to five days. Moreover, in 2022, we developed a new gender equity and equality policy to further formalise our diversity commitments, as well as to ensure an objective and unbiased approach in our recruitment practices.



GCC GOV Youth Empowerment Awards

The GCC GOV Youth Empowerment Awards aim to recognise and celebrate the work of young leaders and of organisations that empower youth development in the Gulf Cooperation Council (GCC) countries. The GOV Youth Summit 2022 brought together organisations from across the region that are supporting the empowerment of people under the age of 30 in the government, public, and private sectors. Yahsat was proudly named Organisation of the Year for Youth Empowerment in Science and Technology, and our employee Fatmah Ali Saeed Alyammahi was named Women Leader of the Year.



Spotlight: Women Leader of the Year
Fatmah Ali Saeed Alyammahi

Fatmah was named as Women Leader of the Year at the GOV Youth Summit 2022. Fatmah joined Yahsat in 2013 and is the first flight dynamics engineer from the UAE and the Middle East, as well as one of the few experts globally in this highly specialised field. After playing a critical role in the launch of Yahsat’s third satellite, Al Yah 3, she now manages the flight dynamics design and development of Yahsat’s next-generation satellites, including the Thuraya 4-NGS, which will commence operations in 2025 and is part of an ongoing USD 550 million transformational programme intended to enable next generation products and solutions.

Fatmah is also Yahsat’s technical representative within the UAE delegation to the UN Technical Committee Meeting on the Peaceful Uses of Outer Space (COPOUS).

“I am grateful to Yahsat and our leadership for their continuous support and unlimited opportunities. This recognition motivates me to work even harder and I wish to see more women joining this unique sector in near future.”

Fatmah Ali Saeed Alyammahi

Nationalisation

Yahsat aims to support UAE nationals and contribute towards the UAE’s workforce development ambitions. Through the ‘Training for Work’ initiative overseen by Mubadala Investment Company (Yahsat’s main shareholder), UAE nationals can join Yahsat on an on-the-job training programme. The programme aims to employ 600 UAE nationals across Mubadala Investment Company and its group of companies. Each participant is given responsibilities for two years and are supported in their career development through assessments, coaching, mentoring, upskilling, and reskilling. Upon successful completion of the two-year programme, the participant is hired directly by Yahsat into a full-time position. By the end of 2022, four participants were hired by Yahsat and plans are in place to hire an additional six participants by the end of 2024.

For all UAE nationals currently employed by Yahsat and that are interested in completing prior postgraduate educational programmes, all are supported financially and through flexible work and study arrangements. A number of Yahsat’s operators were hired as high school graduates and most have completed their graduate education, in addition to the Satellite Operations certifications.



Percentage of nationals among full-time workforce 2022

Emiratisation	2020	2021	2022
Percentage of nationals among full-time workforce	51.51%	52.08%	52.5%
Nationals among total full-time workforce	170	175	175
Nationalisation (by gender)			
Female national full-time employees	43	43	43
Male national full-time employees	127	132	132



Human Resources Leader
of the Year Award

To recognise and celebrate the significant contributions she has made to Yahsat, the Human Resources Leader of the Year Award was awarded to Ms. Muna Almheiri, Chief of Human Capital and Administration. Ms. Almheiri joined Yahsat in 2007 as the Manager of Employee Services at Thuraya. She has since become a highly respected Emirati name in the UAE Space and Satellite Industry by overseeing Yahsat’s human capital strategies and all human resource operations. We certainly believe she has become an excellent role model for all women and we look forward to her valuable contributions in the future.

Compensation & Benefits

To closely align the interests of the Executive Management with Yahsat’s strategic objectives and shareholder expectations, long-term incentive plans have been established. Subject to Board approval, each executive can receive a reward based on their performance against targets established over a three-year time horizon. Additional ways the Board strives to monitor and incentivise the performance of the Executive Management is through established KPIs on Yahsat’s corporate scorecard. These KPIs can be categorised in one of four areas and include financial, growth, people, and sustainability. During 2022, the CEO’s total compensation to the median for full-time employees was 6:1.

All employees are offered a range of benefits, some of which are dependent on an employee’s position, gender, and/or nationality. During 2022, we introduced new benefits to our workforce, which included increasing the number of remote working days per week from four to five; increasing the number of uncertified sick days to five days per year; granting additional leave to employees that work on weekends or public holidays and are not compensated with overtime; and increasing the number of paid medical escort leave days to 10, which is for parents of children with special needs.

Employee benefit	Description
UAE National Allowance	All employees who are UAE nationals are paid a monthly allowance dependent on their employment grade.
Child Allowance	Children of employees who are UAE nationals are eligible for a monthly child allowance payment for each child.
Airfare Allowance	For expatriate employees, airfare allowance is provided.
Shift Allowance	Allocated to shift-based employees who are available for work outside of normal working hours, including on weekends and public holidays.
Mission Allowance	An employee may receive a mission allowance for working in a potentially dangerous or unpleasant area, such as a war zone or country that is identified as being high risk.
Children’s Educational Assistance	Children’s educational assistance is provided in the form of a reimbursement of costs of education and is intended to provide educational assistance to employees whose children go to schools in the UAE.
Children’s Educational Assistance – Special Needs	Employees that have children with special needs will receive an additional educational assistance payment in the form of a reimbursement of costs to enroll them into schools for children with special needs.
Health Insurance	A comprehensive health insurance scheme is provided to all employees and their eligible dependents.
End of Service Benefits	End of service benefits entitlement is for expatriate employees and is based on the last basic salary earned.
Loans and Advances	Employees are provided with interest-free loans that need to be repaid by the employee within the agreed contractual period of employment.

Employee Engagement

Appropriately engaging our employees enables us to identify ways to improve employee satisfaction and to create a more productive and enjoyable work environment. During the year, multiple employee engagement activities were conducted to promote open communication and identify improvement opportunities. An annual employee retreat was held with the aim to remove employees from their daily work activities, foster team bonding, and reflect on Yahsat's past achievements and future plans. Team building exercises were conducted around the theme of the recently completed EXPO 2020. After the retreat was completed, employee suggestions on potential improvements were collated; resulting in revamped corporate breakout rooms, new coffee machines, increased availability of healthy snacks, and changes to shift working patterns.

Yahsat's annual innovation award programme, Fekrati (which translates to 'My Idea'), promotes creativity and innovation by encouraging employees to propose and pursue innovative ideas, especially in the technical, business process, and human development areas. Sustainability was the key theme of this programme in 2022, with four ideas selected from over 30 ideas submitted. Each individual or team wins AED 10,000 and becomes in charge of implementing their new ideas.

As the world began to emerge from the COVID-19 pandemic in 2022, a key challenge was to develop a post-COVID hybrid work model since employees came to value the ability of working remotely. In order to carefully manage the transition back to working in our offices, the Human Capital Department assessed existing policies and resources to effectively enable such a hybrid work model. A hybrid work model survey was subsequently issued to all Yahsat managers to gain feedback on existing remote working policies. The results of the survey showed over 90 percent of managers:

- use remote working options
- can easily understand existing remote working policies
- believe the right tools and resources are in place to work efficiently in a hybrid model
- reported that productivity levels have either remained the same or increased while employees worked remotely
- reported no employee attendance issues
- feel comfortable addressing employees that do not comply with remote working policies

Our annual People Survey recorded its highest response rate of 97 percent in 2022. The employee engagement score was 82, above the regional average of 79 and the top-in-class benchmark of 81, and the employee net promote score (eNPS) was 48, also above the regional benchmark of 40. These results strongly suggest high levels of engagement throughout Yahsat, especially regarding faithfulness and dedication to the Group, which were key areas asked about in the survey

Employee satisfaction score (absolute number)



After reviewing the results of the People Survey, as well as the results of other employee engagement activities, Yahsat undertook a series of actions in 2022 aimed at increasing engagement further, including:

- Aligning job titles and grades across the Group
- Enhancing relevant policies to promote better work-life balance
- Focusing on employees' mental health and wellbeing
- Conducting green initiatives, such as reducing the use of plastic bottles and replacing them with water coolers and multi-use flasks
- Creating a dedicated nursing room for female employees
- Increasing technical training opportunities
- Developing coaching programmes for managers to build on employee engagement results

Grievances

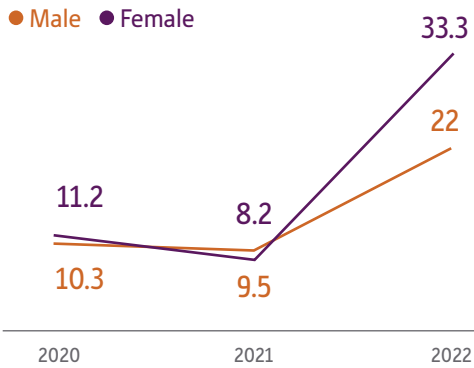
Employee grievances can be reported and investigated through our Ethics and Compliance Office. During 2022, two grievances were submitted to the Ethics and Compliance Office, both of which related to respect and fairness. To resolve these grievances, both were investigated and coaching was provided to the concerned employees. In 2022, there were no reported grievances concerning discrimination, which continues a trend of at least three years since Yahsat became publicly listed.

Training & Development

Yahsat is committed to enabling a culture of continuous employee development and to engaging with employees to receive feedback on learning and development mechanisms and outcomes, as outlined in its [Employee Training and Development Position Statement](#). The Learning and Development (L&D) team at Yahsat oversees all training and development activities, especially regarding the development of training plans and the provision of suitable training mediums. All employees have access to LinkedIn Learning and Coursea platforms, through which they can enrol in relevant courses to build their capabilities. An additional learning platform called Global VSAT (GVF) was made available to all employees in 2022. GVF courses and certifications are the established global standard for satellite communications skills, which cover the operation, installation, and maintenance of VSAT, marine, and mobile/satellite news gathering (SNG) satellite terminals, as well as general and specialised satellite communications theory.

Each employee can, in agreement with their manager, undertake up to three development skill courses per year. The L&D team will subsequently map out a recommended training plan for each employee, which incorporates a combination of e-learning, in-house group courses, and external training, as appropriate. The average amount of training received by Yahsat employees increased significantly in 2022 as compared to 2021, rising by 132 percent for male employees and by 306 percent for female employees. Key developments that have contributed towards increased employee training include the removal of COVID-19 restrictions, promoting a culture of e-learning, adding new online learning platforms such as the Global VSAT Forum, increasing the technical training associated with the next-generation Thuraya 4-NGS, and introducing additional training courses previously not offered such as paediatric first aid.

Average training per employee (hours)



The average amount of training received by Yahsat employees increased significantly in 2022 as compared to 2021, rising by 132 percent for male employees and by 306 percent for female employees.

Specific training areas (# of employees)	2020	2021	2022
Anti-corruption/bribery	-	-	445
Ethics/ Yahsat Code of Ethics	-	-	445
Data privacy & cyber security	-	-	445
Digital inclusion	-	-	32
Health, safety and employee wellbeing	-	-	122
Export control	-	-	62

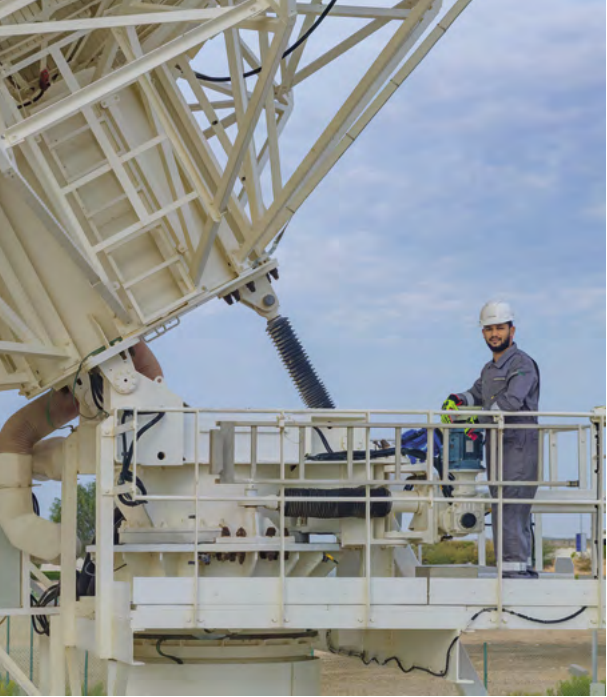
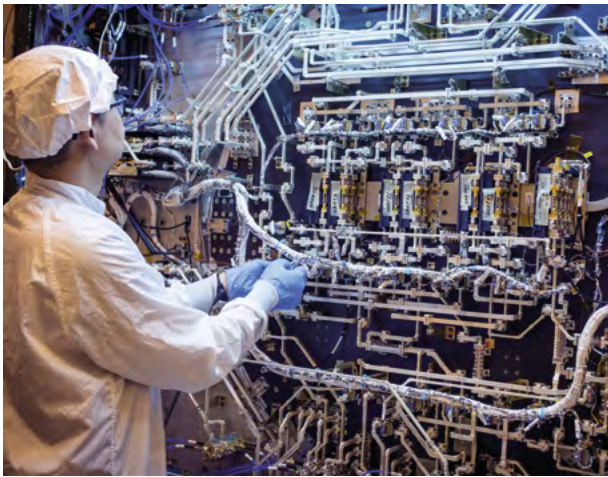
Average monetary amount spent per Full Time Equivalent (FTE) in training and development (AED/employee)

2022: 1,151.88

To help our leadership become more effective in their roles, the L&D team performs a training needs assessment to identify potential areas for improvement. During 2022 and after conducting such an assessment, tailored group trainings were organised for leaders at different levels in their career. For Executive Leaders, who manage teams and departments, we offer ‘The Four Essential Roles of Leadership’ training, which provides participants with the tools and knowledge to inspire trust, create vision, and develop the potential of their teams. For Middle Management, 11 managers received training on becoming a new manager and how to transition into their new roles. Moreover, succession plans have been developed for critical positions across the Group, which incorporate formalised plans to upskill potential successors inline with the demands of the role they are being prepared for.

By committing to maintaining a high-performance work culture, Yahsat strives to drive continuous improvement and help employees fulfil their potential. Overseen by the Human Capital Department, the performance management system at Yahsat aims to ensure that all employees are focused on the right goals and are receiving the appropriate support. The performance management system incorporates employee self-assessments, target and goal setting, and periodic line manager reviews. All employees are eligible for a performance management review.

By committing to maintaining a high-performance work culture, Yahsat strives to drive continuous improvement and help employees fulfil their potential.



Health & Safety

As outlined in our [Health, Safety and Environmental \(HSE\) Policy](#), Yahsat is committed to the health and safety of all employees and strives to create a safe working environment. The Health and Safety Department at Yahsat is responsible for ensuring appropriate HSE policies and practices are adopted throughout the Group. Supporting the Department is a newly formed HSE Committee, an ISO 45001:2018 certified HSE Management System, and newly introduce standard operating procedures. Throughout 2022, two audits were conducted by an independent third-party on our HSE Management System to ensure it complied with the ISO 45001:2018 standards, which specifies requirements for an occupational health and safety management system. Next year, we plan on providing our HSE team and internal audit team with ISO 45001 Internal Audit training, which will help us ensure we continue to maintain high standards in our HSE practices.

By the end of 2022, the total number of employee man-hours decreased by 63 percent when compared to 2021. The main reason behind this decrease was due to how we calculated employee man-hours. For 2020 and 2021, total employee man-hours included hours spent working from an employee’s home, whereas for 2022, we only recorded man-hours when an employee reported to Yahsat’s offices. For a fourth successive year, zero employee or contractor fatalities occurred, and zero recordable injuries occurred for the same groups in 2022, representing a slight and welcomed improvement compared to 2020 and 2021.

A variety of HSE-related training is provided to the relevant individuals in order to create and reinforce the proactive HSE culture at Yahsat. All employees, contractors, and visitors are provided with induction training on safety and security. For all assigned fire wardens and first aiders within the Group, each will

receive relevant training from a certified third-party. All employees that are required to operate our man lifts and fork lifts will also receive relevant training from a certified third-party. For any employees that are required to visit an offshore oil platform, they will be provided with basic offshore survival induction and emergency training.

To coincide with World Mental Health Day on 10 October 2022, Yahsat organised a wellness day to raise awareness of mental health challenges and to support the health and wellbeing of employees. We partnered with the Thrive Wellbeing Centre, which hosted an interactive workshop entitled ‘Well-being Matters’ for more than 30 attendees. To further support the wellbeing of employees and their families too, multiple paediatric first aid training sessions were offered throughout the year. Moreover, by implementing effective workplace ergonomics practices, as defined in our new HSE Management System under manual handling and ergonomics, we strive to significantly reduce any risk factors that can negatively impact employee wellbeing and health.

Any employee can raise a health and safety concern by either directly engaging with our HSE team or through email. All employees can email their concerns to either of the following email addresses: hse.helpline@yahsat.ae or security@yahsat.ae. The security control room operates twenty-four hours a day, seven days a week, and is available for employees to contact through our internal telephone systems (i.e.: 6666).

During 2022, a fire incident occurred in our Dubai office, leading to the activation of emergency protocols. To help prepare our employees and contractors for these types of situations, we regularly perform emergency preparedness drills and fire drills. Thankfully no employee or contractor was hurt during the fire incident.

Health & Safety	2020	2021	2022
Total employee man-hours	1,182,412	1,375,965	515,119*
Total contractor man-hours	199,204	235,479	405,566*
Employee fatalities	0	0	0
Contractor fatalities	0	0	0
Employee total recordable injuries	1	2	0
Contractor total recordable injuries	0	0	0
Employee lost-time injuries	0	0	0
Contractor lost-time injuries	0	0	0
Total number of health and safety audits	-	-	2

*Includes estimates based on average monthly man-hours recorded

Human Rights

Yahsat abides by all international human rights principles, as defined in its Code of Ethics, and expects the same commitment from its business partners, as set out in the [Business Partner Code of Conduct](#). Yahsat also strictly adheres to the UAE’s labour laws, which incorporates human rights considerations, and prohibits forced labour and the employment of minors below the age of 15. Any violations of these principles or laws can be reported using Yahsat’s Ethics and Compliance helplines and email addresses.

To further prevent child and forced labour practices, Yahsat is currently exploring how it can better engage with its suppliers on these important areas. For example, we are seeking to update our business partner contracts with specific child and forced labour clauses; we will be conducting site visits and issuing surveys during training sessions with our service partners around the world; and we will be asking our suppliers directly if they maintain a policy that prevents child and forced labour.

Yahsat abides by all international human rights principles, as defined in its Code of Ethics, and expects the same commitment from its business partners, as set out in the Business Partner Code of Conduct.

Promoting Environmental Protection

We are committed to reducing adverse environmental impacts stemming from Yahsat’s operational activities. Through reductions in our energy consumption and the exploration of incorporating renewable energy sources where possible, we are working hard to reduce our total carbon emissions. We are also seeking to reduce our resource consumption and increase material resource lifespans wherever possible.

Material Issues Covered

- Carbon Emissions & Climate Strategy
- Energy Management
- Environmental Management
- Product, Innovation & Lifecycle Management
- Sustainable Use of Space

Abu Dhabi Economic Vision 2030

- Develop a sufficient and resilient infrastructure capable of supporting the anticipated economic growth

Sustainable Development Goals

11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



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Energy Management

Yahsat is committed to appropriately monitoring and managing its energy consumption across its operations. The majority of Yahsat's energy consumption comes from indirect sources, mainly the use of electricity. Through our Building Management System (BMS), energy consumption is regularly monitored and managed. The BMS helps Yahsat to track its seasonal energy usage, reduce energy consumed during non-operational hours, and meet all lighting needs in an efficient manner. Heating, ventilation, and air conditioning systems are appropriately managed, ensuring that all necessary operating conditions are efficiently maintained. The electricity we consumed during 2022 remained at relatively similar levels to previous years, averaging 20,023,647 kilowatt hours over the past three years.

To enhance our energy management practices, we strive to identify additional ways to optimise and reduce our total energy consumption. Throughout the year, initiatives that were explored, some of which are currently being implemented, included:

- Managing air flow through our data centres with cold isle containment, which can improve power usage effectiveness and extend the life of IT equipment. This initiative is currently being implemented and will be extended to other data centres in the future.
- Development of an idle workstation policy to shut down idle workstations when not in use. Subject to approval, this policy will be ready to be deployed in 2023.
- Adoption of smart electricity meters, which can improve cost calculations and provide real-time energy usage data to help us track consumption and identify opportunities for savings. We are currently meeting with vendors to understand costs, benefits, and how this retrofit solution would be implemented.
- Replacement of all external lights throughout Yahsat with LED lights, which are more energy efficient in comparison to incandescent lights.

Energy Consumption	2020	2021	2022
Direct Energy Consumption (GJ) ¹	679	679	679
Petrol consumption from operations & vehicles (Litres) ¹	2,255	2,255	2,255
Diesel consumption from operations & vehicles (Litres) ¹	15,764	15,764	15,764
Indirect Energy Consumption (GJ) ¹	72,498	73,797	72,360
Electricity consumption (kWh) ¹	20,138,381	20,488,425	19,444,134
Total energy consumption intensity (GJ/employee)	222	179	175

¹UAE operations only



Carbon Emissions

In 2022, Yahsat was one of 21 companies to pledge its support for the UAE Climate Responsible Companies Pledge, a strategic initiative overseen by the UAE Ministry of Climate Change and Environment. The initiative aims to drive the engagement of the private sector in advancing national decarbonisation efforts to support the UAE's Net Zero 2050 strategic initiative. In support of this initiative, we are committed to enhancing our capabilities to measure and disclose our greenhouse gas (GHG) emissions, developing plans to reduce our carbon footprint, and implementing GHG emissions reduction measures throughout the Group. Yahsat further pledged to incorporate an inclusive approach to its sustainability and climate change action plans through the involvement of youth, women, and vulnerable segments of society.

Carbon Emissions	2020	2021	2022
Direct (Scope 1) GHG emissions (tons CO2 eq.)*	48	48	48
Indirect (Scope 2) GHG emissions (tons CO2 eq.)**	9,554	9,726	8,956
Total GHG emissions (tons CO2 eq.) ¹	9,601	9,774	9,004
GHG emissions intensity (tons CO2 eq./employee)	29	23	22
Total amount invested, annually, in climate-related infrastructure, resilience, and product development (AED)	-	-	59,000

Dubai Electricity & Water Authority ('DEWA') emission factors have been used to calculate Scope 2 emissions since they are publicly available and widely used in the UAE. Previously reported Indirect (Scope 2) GHG emissions for the years 2020 and 2021 disclosed within the 2021 Sustainability Report and Indirect (Scope 2) GHG emissions for the years 2020, 2021 and 2022 disclosed within the 2022 Annual Report have been restated using DEWA's respective emission factors. Therefore, the Indirect (Scope 2) GHG emissions data included in the 2022 Sustainability Report replaces any data already reported in the 2022 Annual Report.

*Yahsat HQ in Abu Dhabi
**Yahsat HQ in Abu Dhabi and Thuraya PGW (Primary Gateway)
¹UAE operations only

In November, Yahsat participated in COP27, the global UN Climate Change Conference held at Sharm El-Sheikh in Egypt. Our aim was to understand and learn from the decisions taken at the conference towards achieving the world's collective climate goals, and where possible, to replicate them in our own ESG strategy roadmap. By 2024, we aim to better understand and disclose Yahsat's Scope 3 emissions as well as other air emissions.

To encourage our employees to adopt modes of travel which produce lower GHG emissions, we have already implemented three electric vehicle (EV) charging stations at our head office and will soon be installing additional EV charging stations at all sites in the UAE, for all employees to use. Through such initiatives, we hope to encourage our employees to become more aware of the GHG emissions they are responsible for. On a much larger scale, we also aim to encourage our customers to become more aware of the GHG emissions they produce, as well as how they can continue to meet their business needs while simultaneously reducing their GHG emissions through satellite communications solutions.

Although Yahsat already offers satellite communications solutions that can enable clients to increase the efficiencies of their energy consumption, we plan on exploring and innovating additional solutions to further empower our customers in the future.

During 2022, our total GHG emissions remained at relatively similar levels to previous years, averaging 9,460 tons of carbon dioxide equivalent over the past three years, the majority of which was accounted for by our indirect GHG emissions. Moreover, AED 59,000 was invested into replacing all external lights throughout Yahsat with LED lights.

Managing Environmental Impacts

Yahsat is committed to preserving the environment and reducing its own environmental impacts, especially by reducing its consumption of natural resources, promoting the reuse of materials, increasing its recycling rates, and reducing both waste and waste water generation. Through our systematic approaches towards addressing each of these areas, we have made progress in certain areas and recognise we can improve our performance in others.

One area where we made significant progress in 2022 was recycling. Compared to 2021, the amounts of materials we recycled increased significantly by a factor of eight, due to our focus on reducing e-waste. In the near future, we aim to continue focusing our recycling efforts on e-waste, which will start to include

the collection of used printer cartridges and toners. Regarding the Group's use of printers, we are currently developing a new printing policy to reduce both paper and ink consumption in a variety of ways, including exploring how we can digitise certain requirements for heavy printer users.

With increasing awareness regarding the negative environmental impacts created through the wide-spread use of plastic, especially single-use plastic, Yahsat is seeking ways to use plastic in a more sustainable manner. We are switching from plastic tape to water-activated tape, which is 100 percent recyclable and biodegradable, as well as stronger and easier to produce than plastic tape. Similarly, we are switching to paper bubble wrap instead of the plastic variety as again, it is biodegradable and easier to recycle. However, sometimes plastic can be a more sustainable solution. We are moving from using traditional wooden pallets to plastic versions, as plastic pallets are more durable, 100 percent recyclable and reusable, and lighter, which can help to reduce transportation fuel costs.

For Yahsat's customers, we try to encourage them to appropriately dispose of all Yahsat products once they have reached the end of their life spans. This is typically conducted through disposal instructions included on product packaging. To better enable our customers to manage their own waste generation levels, Yahsat is committed to developing circular economy programmes in the future, which will help to divert waste from landfills and keep materials in circulation for longer periods of time.



Innovative Solutions

Satellite operators are in an industry where innovative applications and solutions can create significant impacts. To capitalise on emerging opportunities within the industry, especially in the context of empowering our customers to meet their business objectives with simultaneous environmental and/or social benefits, we seek to offer innovative satellite communications solutions. For example, we are currently exploring ways in which we can enable our government and corporate customers to monitor air pollution throughout the UAE. Using Yahsat's satellite technology, air quality levels can be monitored at practically every location, on land or at sea, for a wide range of particulate matter and pollutants. The resulting data can play a big part in helping inform efforts to reduce pollution and GHG emissions.

The Internet of Things (IoT) is a key area Yahsat seeks to take advantage of since its applications with satellite communications technology are vast. Through our investment in eSAT Global Inc., which has a mission to bring disruptive direct-to-satellite connectivity to low cost IoT devices, we have secured an agreement for Thuraya to access various IoT services. Yahsat's longer-term aims are to launch new products and services that support sustainable fishing, as well as enhance our portfolio for telemedicine and eLearning solutions.

Additional examples of how we are working on deploying our satellite communications technology in innovative ways include:

- Development of new maritime broadband terminals for the upcoming, next-generation Thuraya 4-NGS (T4-NGS) satellite.
- Development of new land mobile broadband terminals for the T4 satellite to improve services and provide new telemedicine and eLearning opportunities.
- Development of low-cost voice handheld terminals and a new satellite smartphone, aimed at providing connectivity to underserved and unserved markets.

Awards for Innovation

Mobile Satellite Users' Association
Innovation Awards 2022



ESG Impact Innovation Award Winner, for Thuraya's MarineStar SatTrack solution. Thuraya has sold more than 27,000 MarineStar terminals, which are used for crew communication, safety at sea, and monitoring sustainable fishing, by enabling environmental and fisheries organisations to track the activities of fishing vessels in order to protect endangered species and prevent over-fishing. New firmware under development will extend the system's capability to monitor fishing stock control.

Middle East Technology
Awards 2022



Best Marine Satellite Technology
Award Winner



Sustainable Use of Space

Yahsat strives to demonstrate its leadership in the sustainable use of space, both regionally and internationally, by adhering to and promoting the highest standards of conduct regarding outer space activities. Our operational space strategies integrate applicable international standards and focus on the safety of our space assets, ensuring they do not inadvertently become space debris, a growing risk for users of space. Yahsat routinely assesses the risk of known debris and identifies situations where the possibility of collision exceeds acceptable thresholds. In such cases, which typically occur a few times per month, routine station-keeping maneuvers are amended to maximize the distance from debris and to ensure the use of satellite propellant is minimized. 14 of these maneuvers occurred during 2022.

The development of our operational policies uses the Inter-Agency Space Debris Coordination Committee (IADC) Space Debris Mitigation guidelines as its foundation. Yahsat's deorbit plans for each of its current satellites reflects the IADC guideline in force at the time of each satellite launch. For any collisions with our satellites from untracked debris, satellite manufacturers mitigate against the risk of losing a satellite by using well-established methods to maximize recovery. Moreover, our satellites are designed and tested to high levels of reliability to ensure that any failure does not cause the satellite to become an unplanned space debris.

Yahsat regularly exchanges data with the Joint Space Operations Center, a US government agency, to monitor the locations of our own satellites and of space debris. We regularly supplement our own satellite localisation systems with optical data from an independent third party to calibrate and adjust our own knowledge as necessary. When the differences in data reach a certain level, we undertake an optical campaign using telescopes to enable us to reset our satellites' orbital positions. The last such campaign was in April 2021.

Yahsat participates in domestic and international organisations that address and promote the sustainable use of space. As the UAE's national commercial satellite operator, we support the national regulator in its representation within the Committee on the Peaceful Use of Outer Space (COPUOS). Yahsat also advocates the sustainability of space through its principal trade association, the Global Satellite Operators Association (GSOA).

An additional way we promote the sustainable use of space is through space-related training. All Yahsat employees associated with the operational control of satellites undergo extensive and ongoing training, which fundamentally includes the ongoing safety of Yahsat satellites, as well as practical measures for the avoidance of space debris.

In 2023, we aim to publish and outline our approach towards the sustainable use of space and satellite fleet management. During 2022, we developed an initial position statement and once approved, it will become publicly available on Yahsat's website.

Resource Consumption & Waste Generation	2020	2021	2022
Materials recycled (Kilograms)	10,627	4,030	33,870
Total water consumption (cubic meters)	89,880	103,304	104,044
Total water reclaimed (cubic meters)	0	0	0
Total volume of wastewater generated (cubic meters)	3,085	3,167	3,170

Developing the Right Business Partnerships

Business partnerships continue to be a crucial component of Yahsat’s success. By prudently forming mutually beneficial partnerships, we strive to ensure all stakeholder concerns and associated risks are sufficiently addressed and monitored, as well as contributing towards national space ambitions.

Material Issues Covered

- Controversial Sourcing & Partnerships
- Supply Chain Management

UAE National Space Policy

- Effective local and international partnerships and investments in the space industry

Abu Dhabi Economic Vision 2030

- Develop a sufficient and resilient infrastructure capable of supporting the anticipated economic growth

Sustainable Development Goals



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Supply Chain Management

Yahsat is committed to promoting sustainable procurement practices and expectations with all of its suppliers, at both the corporate and subsidiary level, as well as working together with these suppliers to resolve sustainability-related supply chain issues, as outlined in its [Sustainable Procurement Position Statement](#). All procurement activities are governed through Yahsat's Procurement Policy and Business Partner Code of Conduct, respectively. To streamline existing procurement processes, updates were made to Yahsat's Procurement Policy in 2022, which included defining criteria relevant to required sourcing needs and supplier evaluations and commitments. All procurement activities are further supported by our Oracle Fusion procurement system and associated procurement procedures.

We make every effort to ensure our suppliers are selected in a fair and transparent manner. Suppliers are invited to register through our supplier portal and can respond to published requests for proposals. All supplier proposals we receive are evaluated and scored against defined business rules and automated approvals as per Yahsat's delegation of authority matrices. A tender committee must be established for purchases of high value, composed of representatives from the relevant end-user department, Finance Department, Legal Department, and others if necessary. To ensure all suppliers at least adhere to the ethical standards



Yahsat expects of itself, all suppliers must confirm that they comply with Yahsat's Business Partner Code of Ethics when registering on Yahsat's supplier portal. During 2022, 100 percent of all suppliers certified their compliance with the Business Partner Code of Ethics.

Yahsat's total procurement expenditure by the end of 2022 amounted to AED 1,500 million, representing a 36 percent increase compared to 2021. This increase mostly originates from capital expenditure associated with the Thuraya 4-NGS. Procurement expenditure on local suppliers decreased compared to 2021, which was also related to procurement expenditure associated with the Thuraya 4-NGS, as sourcing requirements were needed from specific international companies.



Procurement	2020	2021	2022
Total number of local suppliers engaged	302	277	165
Procurement spending on local suppliers (AED millions)	147	179	168
Total procurement spending (AED millions)	708	1,100	1,500
Percentage of suppliers that have formally certified their compliance with Yahsat's Business Partner Code of Ethics	-	-	100%

Business Partner Due diligence

It is essential to Yahsat that its business partners adhere to a minimum set of ethical standards, operate with integrity, and comply with all relevant laws and regulations. By requiring all business partners to comply with Yahsat's Business Partner Code of Conduct, Yahsat can clearly communicate its expectations for working together. To further support Yahsat in entering into formal relationships with suitable business partners, it maintains a Business Partner Due Diligence Policy, which screens all potential business partners in order to identify and consider any relevant risks. The due diligence process incorporates a risk assessment exercise, which considers factors associated with contract value, the location of business operations, the types of services and/or products offered, and screening criteria. This screening criteria incorporates:

- Politically exposed persons – e.g., those with a prominent public function, including heads of state, senior politicians, senior government officials, and similar types of positions.
- Sanctions lists – lists of persons or entities subject to international or domestic restrictions.
- Watch lists – lists of persons or entities subject to enhanced monitoring and screening (e.g., the FBI, World Bank, Interpol).
- Other forms of screening criteria including enforcement lists, court actions, and adverse media monitors.



Key Areas of Business Partner Code of Conduct



Respect

Human rights, employment practices, fair treatment, child and forced labour, and health and safety in the workplace.



Confidentiality

Confidential information and competitive information.



Integrity

Anti-bribery, corruption, improper payments, gifts, entertainment, supply chain factors and competition.



Transparency

Conflicts of interest, bookkeeping, records, audits and assessments.



Sustainability

Compliance with environmental laws and regulations, environmental performance and best practices.

Appendices

Appendix A: Stakeholders

Key Stakeholder	Expectations & Interests	Modes of Engagement
Regulatory Bodies / Local Governments	<ul style="list-style-type: none"> Compliance with applicable regulations and laws Economic performance Nationalization Contingency planning Business ethics Prevention of corruption and anti-competitive behaviour 	<ul style="list-style-type: none"> Joint programmes and partnerships Interviews and meetings Press releases Public reports Corporate website
Employees	<ul style="list-style-type: none"> Personal and career development Competitive compensation Engaging and challenging opportunities Equal opportunities Impacts of COVID-19 Knowledge sharing across the organisation Human rights 	<ul style="list-style-type: none"> Internal communications (intranet and newsletters) Performance reviews Training and development programmes Employee surveys Corporate events Public reports Townhall meetings and forums
Customers	<ul style="list-style-type: none"> Data privacy and security Network coverage and connectivity Prompt resolution of service-related issues Enhanced technology and solution offerings 	<ul style="list-style-type: none"> Customer care relationship managers and representatives Customer service applications Call centres Industry events Public reports Corporate website
Suppliers	<ul style="list-style-type: none"> Procurement practices Compliance with applicable regulations and laws Economic performance Timely payment and fair terms Health and safety standards 	<ul style="list-style-type: none"> Industry events Screening and assessment Site visits Forums Joint projects Public reports
Shareholders & Investors	<ul style="list-style-type: none"> Business model and strategy Economic performance Allocation of capital Compliance with applicable regulations and laws Governance practices ESG/sustainability strategies and practices 	<ul style="list-style-type: none"> Annual General Meeting Press releases Public reports Interviews and meetings Broker Conferences Newsletters Corporate website
Local Communities	<ul style="list-style-type: none"> Employment opportunities Community investment and development Education and knowledge transfer Access to connectivity and services 	<ul style="list-style-type: none"> Press releases Corporate website Community partnerships and sponsorships Forums and public consultation
Business Partners	<ul style="list-style-type: none"> Business model and strategy Economic performance Compliance with applicable regulations and laws Governance practices Partnership opportunities Aligned interests 	<ul style="list-style-type: none"> Annual General Meeting Internal communications Management meetings Joint projects Press releases Public reporting

Appendix B: GRI Content Index

Statement of Use	Al Yah Satellite Communications Company PJSC has reported the information cited in this GRI content index for the period 1st January 2022 to 31st December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 2: General Disclosures 2021	• 2-1 Organizational details	3
	• 2-2 Entities included in the organization's sustainability reporting	3
	• 2-3 Reporting period, frequency and contact point	3
	• 2-4 Restatements of information	39, 49
	• 2-5 External assurance	60 (Selected Information)
	• 2-6 Activities, value chain and other business relationships	7-9
	• 2-7 Employees	38-41
	• 2-8 Workers who are not employees	38, 39
	• 2-9 Governance structure and composition	Yahsat Corporate Governance Report 2022 https://www.yahsat.com/en/investor-relations/corporate-governance
	• 2-10 Nomination and selection of the highest governance body	21
	• 2-11 Chair of the highest governance body	20
	• 2-12 Role of the highest governance body in overseeing the management of impacts	23
	• 2-13 Delegation of responsibility for managing impacts	23
	• 2-14 Role of the highest governance body in sustainability reporting	23
	• 2-15 Conflicts of interest	22
	• 2-16 Communication of critical concerns	23
	• 2-17 Collective knowledge of the highest governance body	Yahsat Annual Report 2022 https://www.yahsat.com/en/investor-relations/annual-report
	• 2-18 Evaluation of the performance of the highest governance body	21
	• 2-19 Remuneration policies	21
	• 2-20 Process to determine remuneration	21
	• 2-21 Annual total compensation ratio	51
	• 2-22 Statement on sustainable development strategy	4, 5
	• 2-23 Policy commitments	23, 45, 55
	• 2-24 Embedding policy commitments	20-23
	• 2-25 Processes to remediate negative impacts	22, 23, 42
	• 2-26 Mechanisms for seeking advice and raising concerns	22
	• 2-27 Compliance with laws and regulations	There were no incidents of non-compliance in the reporting period
	• 2-28 Membership associations	7
	• 2-29 Approach to stakeholder engagement	57
	• 2-30 Collective bargaining agreements	Not applicable
GRI 3: Material Topics 2021	• 3-1 Process to determine material topics	14
	• 3-2 List of material topics	15
	• 3-3 Management of material topics	14-17

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 201: Economic Performance 2016	• 201-1 Direct economic value generated and distributed	2022 Annual Report
GRI 203: Indirect Economic Impacts 2016	• 203-1 Infrastructure investments and services supported	28, 29, 32, 34, 49
	• 203-2 Significant indirect economic impacts	28, 29, 32, 34, 35
GRI 204: Procurement Practices 2016	• 204-1 Proportion of spending on local suppliers	54
GRI 205: Anti-corruption 2016	• 205-1 Operations assessed for risks related to corruption	22
	• 205-2 Communication and training about anti-corruption policies and procedures	43
GRI 206: Anti-competitive Behavior 2016	• 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	22
GRI 301: Materials 2016	• 301-1 Materials used by weight or volume	50
	• 301-2 Recycled input materials used	50
GRI 302: Energy 2016	• 302-1 Energy consumption within the organization	48
	• 302-3 Energy intensity	48
	• 302-4 Reduction of energy consumption	48
GRI 303: Water and Effluents 2018	• 303-5 Water consumption	50
GRI 305: Emissions 2016	• 305-1 Direct (Scope 1) GHG emissions	49
	• 305-2 Energy indirect (Scope 2) GHG emissions	49
	• 305-4 GHG emissions intensity	49
	• 305-5 Reduction of GHG emissions	49
GRI 401: Employment 2016	• 401-1 New employee hires and employee turnover	39
	• 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	41
	• 401-3 Parental leave	39
GRI 403: Occupational Health and Safety 2018	• 403-1 Occupational health and safety management system	44
	• 403-4 Worker participation, consultation, and communication on occupational health and safety	44
	• 403-5 Worker training on occupational health and safety	43, 44
	• 403-6 Promotion of worker health	44, 45
	• 403-8 Workers covered by an occupational health and safety management system	41
	• 403-9 Work-related injuries	45
GRI 404: Training and Education 2016	• 404-1 Average hours of training per year per employee	43
	• 404-2 Programs for upgrading employee skills and transition assistance programs	43
GRI 405: Diversity and Equal Opportunity 2016	• 405-1 Diversity of governance bodies and employees	39
	• 405-2 Ratio of basic salary and remuneration of women to men	39
GRI 406: Non-discrimination 2016	• 406-1 Incidents of discrimination and corrective actions taken	42
GRI 413: Local Communities 2016	• 413-1 Operations with local community engagement, impact assessments, and development programs	32-35
GRI 418: Customer Privacy 2016	• 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	25

Independent limited assurance report to Al Yah Satellite Communications P.J.S.C. (“Al Yah Satellite Communications P.J.S.C.”) on the compilation of selected sustainability key performance indicators (“KPIs”) presented within the 2022 Sustainability Report (the “Report”).

What we looked at: scope of our assurance work

AL YAH SATELLITE COMMUNICATIONS P.J.S.C. has engaged Deloitte to perform limited assurance procedures on the following selected sustainability information (“Subject Matter”) reported in the Report.

Selected Subject Matter for assurance

AL YAH SATELLITE COMMUNICATIONS P.J.S.C.’s reported performance during the given reporting periods for a compilation of selected sustainability key performance indicators (“KPIs”) presented in the tables below:

KPIs	Assured Figure for the year ended 31 December 2021	Assured Figure for the year ended 31 December 2022	Report page
Direct (Scope 1) GHG emissions (tons CO2 eq.)	48 (tons of CO2e)	48 (tons of CO2e)	Page 49
Indirect (Scope 2) GHG emissions (tons CO2 eq.)	9,726 (tons of CO2e)	8,956 (tons of CO2e)	Page 49
Total GHG emissions (tons CO2 eq.)	9,774 (tons of CO2e)	9,004 (tons of CO2e)	Page 49
Total number of identified leaks, thefts, or losses of customer electronic data	0	0	Page 25
Total number of substantiated concerns received concerning breaches of customer privacy	0	0	Page 25
Workforce by gender profile: Male full-time employees Female full-time employees	346 male full-time employees 70 female full-time employees	344 male full-time employees 74 female full-time employees	Page 38
Annual median compensation for males and females	134,487 USD for males 114,364 USD for females	137,624 USD for males 115,040 USD for females	Page 39

Reporting Criteria

The above Subject Matter has been assessed against the reporting criteria available on the AL YAH SATELLITE COMMUNICATIONS P.J.S.C.’s website, collectively the “Basis of Reporting” dated 30 May 2023.

What standards we used: basis of our assurance work, criteria used and level of assurance

We carried out limited assurance procedures over AL YAH SATELLITE COMMUNICATIONS P.J.S.C.’s selected Subject Matter in accordance with the International Standard on Assurance Engagements 3000 (Revised) “Assurance Engagements other than Audits or Reviews of Historical Financial Information” (“ISAE 3000”) and with the International Standard on Assurance Engagements 3410 “Assurance Engagements on Greenhouse Gas Statements” (“ISAE 3410”). To achieve limited assurance, ISAE 3000 and ISAE 3410 require that we review the processes, systems and competencies used to compile the Report, on which we provide limited assurance. It does not include detailed testing for each of the KPI reported, or of the operating effectiveness of processes and internal controls. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Consequently, our conclusion is not expressed as an audit opinion.

What we did: key limited assurance procedures

To form our conclusion, we undertook the following procedures:

- Understood the roles and responsibilities of the preparation, governance and oversight arrangements of the specified sustainability KPIs and assess their preparation against the Basis of Reporting available on the AL YAH SATELLITE COMMUNICATIONS P.J.S.C.’s website;
- Performed enquiries with management to understand how the Basis of Reporting has been applied in the preparation of the sustainability KPIs;
- Assessed the computation of the Basis of Reporting against market practice;
- Reviewed and evaluated the Basis of Reporting for measurement and reporting for each of the selected sustainability KPIs against the actual calculation performed by the Company to support the numbers of the selected sustainability KPIs disclosed in the Report; and
- Agreed the selected sustainability KPIs to the Company’s internal calculations and supporting documentation.

Inherent Limitations

The process an organisation adopts to define, gather, and report information on its non-financial performance is not subject to the formal processes adopted for financial reporting. Therefore, data of this nature is subject to variations in definitions, collection and reporting methodology, often with no consistent, accepted external standard. This may result in non-comparable information between organisations and from year to year within an organisation as methodologies develop. To support clarity in this process, AL YAH SATELLITE COMMUNICATIONS P.J.S.C. has developed the Basis of Reporting document for the years 2021 and 2022, which defines the scope of the assured metric and the method of calculation. These are available on the AL YAH SATELLITE COMMUNICATIONS P.J.S.C.’s website and should be read together with this report.

In relation to our work performed on the selected subject matter, we note the following specific limitations:

- Our assurance procedures did not include detailed testing of IT controls of the underlying systems used by AL YAH SATELLITE COMMUNICATIONS P.J.S.C. to collate and report data for the selected metrics.
- With the exception of the selected KPIs shown in the tables above, our testing did not include assurance of, or detailed testing of the underlying data for each of the KPIs reported, or of published assertions. As such, our work does not involve procedures to verify the accuracy of the performance data or assertions published.



Our Independence and Quality Control

In carrying out our work, we have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants (IESBA Code), which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior and the ethical requirements that are relevant in the UAE. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

In performing our work, we applied International Standard on Quality Management (“ISQM”) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Roles and responsibilities

AL YAH SATELLITE COMMUNICATIONS P.J.S.C.:

AL YAH SATELLITE COMMUNICATIONS P.J.S.C.’s Management is responsible for the preparation for the calculation of the selected KPIs in accordance with the AL YAH SATELLITE COMMUNICATIONS P.J.S.C. Basis of Reporting. Specifically, AL YAH SATELLITE COMMUNICATIONS P.J.S.C. is responsible for ensuring that the information provided under the selected sustainability KPIs is properly prepared in accordance with the AL YAH SATELLITE COMMUNICATIONS P.J.S.C. Basis of Reporting and confirming the measurement or evaluation of the Subject Matter against the Reporting Criteria. The Management is also responsible for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Deloitte:

Our responsibility is to provide a limited level of assurance on the subject matters as defined within the scope of work above to AL YAH SATELLITE COMMUNICATIONS P.J.S.C. in accordance with our letter of engagement, and report thereon. In conducting our limited assurance engagement, we have complied with the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants (IESBA Code).

We confirm that we apply International Standard on Quality Management 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work has been undertaken so that we might state to AL YAH SATELLITE COMMUNICATIONS P.J.S.C. those matters we are required to state to them in this limited assurance report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than AL YAH SATELLITE COMMUNICATIONS P.J.S.C. for our work, for this report, or for the conclusion we have formed.

Conclusions

Based on our limited assurance procedures performed and evidence obtained, subject to the limitations mentioned above, nothing has come to our attention that causes us to believe that:

- the selected sustainability key performance indicators for the years ended 31 December 2021 and 31 December 2022, have not been prepared, in all material respects, in accordance with the AL YAH SATELLITE COMMUNICATIONS P.J.S.C. Basis of Reporting as appropriate.

Deloitte & Touche (M.E.)

Abu Dhabi – United Arab Emirates
30 May 2023

