مجموعة فقيه الطبية
Fakeeh Care Group

WORKING TOWARDS A SUSTAINABLE TOMORROW

2020 ESG REPORT

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2020 ESG REPORT

Who We Are

Dr. Soliman Fakeeh Hospital Company is a family-owned business and a pioneering private sector healthcare provider, founded in Jeddah, Saudi Arabia. It seeks to improve wellbeing in the local and international community by providing compassionate, integrated and innovative healthcare.

What We Do

Dr. Soliman Abdulqader Fakeeh Company is one of the largest providers of health services and medical education in the Western Region of Saudi Arabia. The Group consists of several companies that abide with international and national standards. It provides Primary, Secondary, Tertiary, and Home Healthcare services to the community, inclusive of healthcare services for children with disabilities (Khadija Attar Center). In addition to educational, rehabilitation and play therapy. It also provides continuing medical education, under- and post-graduate programs and other opportunities under the Fakeeh College for Medical Science, for medical, nursing and allied health staff.

The Group participates in continuous research and development, and has extended services to include under its ambit, supply chain, project management, and information technology - to become a fully integrated services provider. Standards, quality and safety are implemented at the corporate level to ensure that the brand name, irrespective of service or location, delivers only those accepted standards. Fakeeh Care Group maintains an extensive and robust ESG within KSA and includes charities that cater to the community, patients, and employees. Consistency in service delivery is maintained by keeping in mind the Group's growth and expansion, maintaining accreditation achievements, participation in community education platforms, providing services to those in need (other entities and even governmental bodies), and by expanding services to include social needs in the event of the continued pandemic, and more, if need be.

Know More

President's Statement

The theme of this year's 2020 report is "Working towards a Sustainable Tomorrow", an advancement from our previous CSR approach that is befitting of Fakeeh Care's efforts as a Group and its accountability towards its stakeholders. We have been operational for 43 years since the Hospital was founded by my late father, Dr. Soliman Fakeeh, in 1978 and we have continued to demonstrate sustainability and responsibility ever since.

It is my pleasure to share with you our sustainability report as continuous effort to self-regulate and publicly disclose our organizational impact. Our commitment to sustainability is reflected in our pledge to operate ethically and contribute to economic development, while improving the quality of life for our patients, our workforce, their families, the community, and society. We believe in enhancing the wellbeing of people in the community through education and prevention, to create a more sustainable healthcare ecosystem.

Our stakeholders make the Group a truly sustainable and impactful organization. We strongly believe that a happier and more motivated workforce leads to a higher quality of care, improved safety and an enhanced patient experience. By implementing practices that enhance diversity, employee wellbeing and inclusivity, we aspire to be the Number One Employer across all industries. Fakeeh Care as a leading healthcare pioneer, exists not only for profit, but also to serve, give back to society, and leave a positive footprint wherever it expands its reach.

In this report, we have captured the essence of sustainability through Corporate Social Responsibility to serve the purpose we set out to achieve year on year – that of continuously demonstrating sustainability in the region & to inspire others to move towards sustainable business practices.

Dr. Mazen Fakeeh

Our Network

Our Network Spreads Across Four Clusters:

- Jeddah
- Dubai (Coming Soon)

And Fall into the Following Categories:

- Hospitals, Clinics and Home Health Care
- Home Healthcare
- Medical Education
- Medical Retail
- Medical Support
- Others

Fakeeh Care Group Network

HOSPITALS

CLINICS

JEDDAH جدة *(Jeddah)*

فقيه
مستشفى د. سليمان فقيه
Dr. Soliman Fakeeh Hospital

فقيه
مركز فقيه الطبي (روابي جدة)
Fakeeh Medical Center (Rawabi Jeddah)

فقيه
مركز فقيه الطبي
Fakeeh Medical Center

فقيه
WAAD Health

فقيه
مراكز فقيه للرعاية الأولية
Fakeeh Primary Healthcare Centers

Kingdom of Saudi Arabia
المملكة العربية السعودية

COMING SOON

DUBAI دبي *(Dubai)*

فقيه
مستشفى فقيه الجامعي
Fakeeh University Hospital

فقيه
مركز فقيه الطبي للعلاج الطبيعي
Fakeeh University Nursing Center

فقيه
مراكز فقيه للرعاية الأولية
Fakeeh Primary Healthcare Centers

United Arab Emirates
دولة الإمارات العربية المتحدة

Fakeeh Care Group Network

فقيه Fakeeh College for Medical Sciences	فقيه Khartija Jolan Center	
فقيه Fakeeh Complimentary	فقيه Fakeeh Vision	
فقيه Fakeeh International	MedEdit	
فقيه Fakeeh Tech	ADC	

Kingdom of Saudi Arabia & United Arab Emirates

Fakeeh Care Group Hospitals

DR. SOLIMAN FAKEEH HOSPITAL
JEDDAH

FAKEEH UNIVERSITY HOSPITAL
DUBAI - COMING SOON

Fakeeh Care Group Clinics

DR. SO.LAIMAN FAKEEH MEDICAL CENTRE - JEDDAH

THE EXECUTIVE CLINIC JEDDAH

FAKEEH MEDICAL HOME JEDDAH

FAKEEH MEDICAL JEDDAH

Fakeeh Care Group Clinics

KAUST HEALTH
JEDDAH

COMING SOON

FAKEEH UNIVERSITY MEDICAL
CENTER- **DUBAI**

Fakeeh Care Group Home Healthcare

FAKEEH HOME HEALTHCARE

JEDDAH

Fakeeh Care Group Medical Education

FAKEEH COLLEGE FOR MEDICAL SCIENCE
JEDDAH

KHADIJA ATTAR CENTER
JEDDAH

Fakeeh Care Medical Retail

FAKEEH COMPLEMENTARY
JEDDAH

FAKEEH VISION
JEDDAH

Fakeeh Care Medical Support

FAKEEH INTERNATIONAL
JEDDAH

FAKEEH EMERGENCY MEDICAL SERVICES
JEDDAH

Fakeeh Care - Others

FAKEEH TECH

ADVANCED HORIZON CONTRACTING
JEDDAH

AL FARABI RECRUITMENT
JEDDAH

Materiality and Topic Boundary

Fakeeh Care's process of identifying key ESG material topics is based on its annual strategic plan and annual national scorecard in accordance with the KSA 2030 Vision. All of our services, new technology, advances, contracts and agreements, new projects, and innovations focus on key elements relating to ESG and expectations are incorporated into daily operations through policy and standard implementation, robust risk assessment (project and others), and market analysis, if so required.

STRATEGY

- Our 2020-2018 Strategic Framework
- SWOT Analysis

Our 2020 – 2018 Strategic Framework

OUR VALUES

OUR VISION

Integrity · **Honesty** · **Positivity** · **Compassion** · **Teamwork** · **Accountability**

CORPORATE THEMES
Quality | Integrity | Innovation

STRATEGIC DIRECTIVES
Invest in People & Development | Customers Needs & Expectations
Efficient Business Operations | Meet Our Financial Goals

ENABLERS
Our People | Infrastructure | Information
Management | Funding

Transforming Lives Through

Clinical Excellence

Compassionate Care

Health Education

SWOT Analysis

STRENGTHS

- Strong brand recognition
- Delivering quality care
- Legacy of one of the first large private hospitals in Jeddah
- Zero debt

WEAKNESSES

- Requirement to invest in skilled middle management
- Aging infrastructure
- Poor accessibility

SWOT ANALYSIS

S W O T

OPPORTUNITIES

- Family Medicine
- Diabetes / Metabolic Care
- Academic Care Delivery Model
- Home Health
- Fakeeh International

THREATS

- Geopolitical unrest
- Economic downturns
- Talent exodus
- Insurance growth

GOVERNANCE

DRIVING SUSTAINABILITY THROUGH GOVERNANCE & STAKEHOLDER ENGAGEMENT

- Governance Structure & Committees
- Governance Structure
- Delegation of Authority
- Board of Directors
- Sustainable Governance
- Key Policies and Processes: Anti-Corruption Program

Governance Structure & Committees

stakeholders

board of directors

Audit & Risk Commitee

presedent

Corporate office

Nominean & Funtionation Commetee

IA Function

Vice Presedent

Executive & Overright Commitee
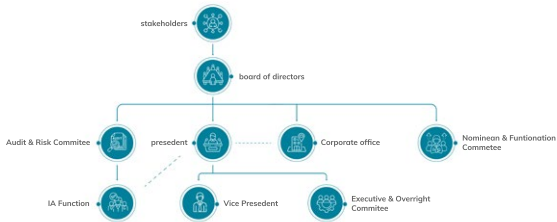
Effective governance starts with an independent, engaged, committed, and effective Board of Directors. The Corporate Governance Framework provides our Board of Directors with the foundation to establish, maintain, and monitor standards and policies for ethics, business practices, and compliance that spans across our organization.

Governance structure

Led by Fakeeh Care's Vice President, the Board of Directors oversee Fakeeh Care's strategic positioning and goals regarding sustainability and corporate responsibility. To take meaningful action, the Performance Improvement Council (PIC) sets targets across all operational activities, including sustainability initiatives and performance measurements.

Delegation of Authority

To ensure continuity of our operations during any employee leave, we have set in place a Delegation of Authority Policy to sustain an effective workflow.

Process Chart

In the event that a Chief, Director, Chairperson or OUL is on leave:

1. The person next in line on the chain of command according to the department's organizational chart will be delegated the authority to supervise and operate the department.
2. Or to another Director / Chairperson.
3. Or to the Chief of the Division.

All staff members are required to fill in a replacement on an oracle when applying for leave.

Board of Directors

DR. MAZEN FAKEEH
PRESIDENT

MR. AMMAR FAKEEH
CHAIRMAN

DR. MANAL FAKEEH
BOARD MEMBER

MR. NOOR ABID
BOARD MEMBER

ENG. ANEES MOUMINA
BOARD MEMBER

PROFESSOR DEBORAH
GILL - BOARD MEMBER

Sustainable Governance

Effective governance starts with a Board of Directors that is independent, engaged, committed, and effective. This framework furnishes Fakeeh Care Board of Directors with the foundation to establish, maintain, and monitor standards and policies for ethics, business practices, and compliance that spans throughout Fakeeh Care. As the successful implementation of good corporate governance practices depends on an approach that extends beyond simple compliance with legal requirements, this report provides a framework for establishing a culture of business integrity, accountability, and responsible business practices.

This Corporate Governance Framework lays down the necessary responsibilities and procedures that are the foundations of a well governed company and the Board of Directors essentially provide strategic direction to and control over Fakeeh Care's managers who are accountable., All subsidiaries are envision to run their operations autonomously to ultimately benefit Fakeeh Care, its patients and the community. Each one of the subsidiaries, through its President, reports to DSFH's Executive and Oversight Committee. The relationship between the subsidiaries and DSFH allows each subsidiary to retain its own management team. In addition, the Board of Directors approve the policies, the strategic plans, the sustainability plans, and are representing members as either Chairperson or members for some of the subsidiaries core committees, therefore allowing information to flow up and down.

The President of Fakeeh Care has the highest level of authority and is also responsible for the overall oversight and operations and is the primary linkage between the Board and organization and operational units. The Board of Directors have regular evaluations so as to highlight contribution and effectiveness. The Board of Directors are provided with monthly, quarterly and annual reports on all activities and Executive Members attend the Board of Director's meetings.

Key Policies and Processes

Alongside a comprehensive governance structure, Fakeeh Care has several key policies and processes, which outline the company's position and stance in core areas, as well as the behavioral expectations the company has of employees, suppliers and those that work for the business. These are mainly included in our:

Anti-Corruption Program

The company has developed a detailed Fraud Control Policy to provide guidelines and facilitate the development of controls that will aid in the prevention, detection and response to fraud against Fakeeh Care. In addition to assigning responsibility for the development of controls and conduct of investigations related to fraud.

Also, the company has developed a detailed Whistle Blower Process Policy to ensure that a mechanism is in place, which supports a confidential process for raising concerns about serious malpractice. For example, breach of code of ethics, breach of confidentiality, financial fraud and breach of health and safety requirements. In general, the policy covers actions or omissions that may be considered as illegal, contrary to policy or established procedure, or outside the scope of an individual's authority; actions which could damage DSFH's reputation and conflicts of interest.

On top of all of this, the Internal Audit Department conducts periodic reviews on the high risk areas across the organization in an objective and independent manner to ensure that a strong system of internal control is in place, and to discover any control deficiencies and fraud cases (if any). The results are reported directly to the Audit & Risk Committee together with the Group President and the respective process owner.

Conflict of Interest

Conflicts of Interest exist in organizations where a person's private interests interfere in any way with the overall interests of the organization. Conflicts of interests may be determined by the following situations:

- Use of one's position in FAKEEH CARE, or of information, or of business opportunities acquired during
- one's work, to one's undue benefit or to the undue benefit of third parties;
- The performing of any type of work for suppliers, sub-suppliers and competitors by employees and/or their relatives.

STAKEHOLDER ENGAGEMENT

- Our Process
- Our Engagements with Stakeholders

At Fakeeh Care, our key stakeholders are our patients, employees, board members, managers, suppliers, banks and lenders, shareholders, as well as our communities, charities and the government.

STAKEHOLDERS	FREQUENCY
SHAREHOLDERS	QUARTERLY
BOARD MEMBERS & MANAGERS	QUARTERLY AND MONTHLY
GOVERNMENT	YEARLY FOR LICENSING
EMPLOYEES	YEARLY AND MONTHLY
PATIENTS	DAILY
SUPPLIERS	ACCORDING TO CONTRACT TERMS
BANKS & LENDERS	ACCORDING TO NEED
COMMUNITY	QUARTERLY AND UPON NEED
CHARITY ORGANIZATION	ACCORDING TO NEED

Our Process

We know that it is important to engage our stakeholders in order to best identify their concerns, evaluate their level of interest, and possibilities for their involvement in sustainability, by determining the influence and impact they may have on our organization.

We do this through our stakeholder identification and engagement process. Our process helps us manage the expectations of the many different stakeholder groups that we engage with. It provides a framework that helps our managers make decisions that work for our organization, as well as meeting the needs and aims of our stakeholders.

Our engagements with stakeholders

Partnership
working together towards common goals and with combined efforts

Support
supporting each other on a shared agenda, project or task

Involvement
working together on a shared agenda, project or task

Understanding
communicating and understanding each other's objectives

Commitment
committed to a shared agenda, project or task

Awareness
knowing each other and about each other's objectives

Main Stepes of Stakeholders Identification and Engagement Process

IDENTITY

UNDERSTAND

MONITOR

PRIORITIZE

INTERACT

IMPROVE
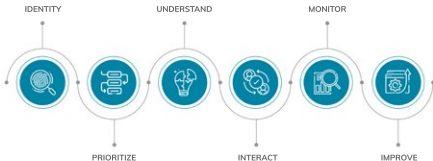
ECONOMIC PERFORMANCE

GENERATING VALUE THROUGH ECONOMIC PERFORMANCE SUSTAINABILITY

- Strategic Growth
- Sustainability through Contribution to Climate Change
- Financial Assistance (COVID)

2020 ESG REPORT

Fakeeh Care's economic value is generated directly through its hospital and tertiary care, ambulatory care, and integrated care and wellness centers services. More widely, our continuously growing academic college and hospital, joint ventures, and Construction Company are vital to our economic growth across the GCC.

Strategic Growth

The Group uses a disciplined and robust financial planning process to help generate sufficient revenues to offset expenses and finance future development. This typically involves investing in assets, reviewing the prices of healthcare services to reflect market rates, evaluating the effectiveness of hospital departments and launching new services. The monitoring of internal spending, accurate budgets and influencing third party payers remain integral aspects of the Corporate Finance Department. Thus, the Group has set strategic goals:

Strategic Objectives:
- Optimize existing and develop new revenue stream
- Reduce supplies cost of goods margins
- Reduce staff cost margins
- Limit other expenses to 10% of revenues
- Achieve EBITDA margin of 22%
- Establish a proactive budgeting process & monitoring system

INCREASE REVENUE & PROFITS

MANAGE RESOURCES EFFECTIVELY

Strategic Objectives
- Limit financing to an optimal capital structure
- Enhance management of working capital & cash conversion cycles
- Eliminate inventory variances

Sustainability through Contribution to Climate Change

As global awareness towards climate change increases, leading industries are growing more aware of their GHG to natural GHG. At Fakeeh Care, we have taken an environmentally-conscious decision to contribute SAR3,730,000 in Solar Energy.

We aim to energize Building One of our operational buildings by solar panels planted directly above our car parking building. In 2020, we signed a contract with Hala Energy for Solar Energy to install solar panels above our multistorey car parking rooftop. This will save SAR320,000 yearly for the next 5 years, and the environmental benefits will be reflected in the reduction of our CO2 offset by avoiding 318 metric tons of CO2 per year, which is equivalent to removing 177 cars from the road per year.

Key Financial Metrics

KEY FINANCIAL METRICS		
CAPEX	SAR	3,811,163
OPEX	SAR	51,000
SYSTEM LIFETIME		30 YEARS
ANNUAL SAVING (AVERAGE IN FIRST 5 YEARS)	SAR	320,000
TOTAL SAVING (NET)	SAR	11,374,00
IRR		13.4%
NPV (5% DISCOUNT RATE)	SAR	3,892,546
PAYBACK PERIOD		8 YEARS

LEVERIZED COST OF ENERGY (LCOE)		
CURRENT (SEC)	SAR/KWH	0.18
PROJECTED (SEC 30 YEAR AVERAGE)	SAR/KWH	0.53
SOLAR PV	SAR/KWH	0.15
ENVIRONMENTAL BENEFITS		
CO2 OFFSET*	METRIC TONS OF CO2 AVOIDED PER YEAR	813
CO2 EQUIVALENT	NUMBER OF CARS REMOVED FROM THE ROAD PER YEAR	177

* Using Us EAP's Greenhouse Gas Equivalencies Calculator uses The Avoided Emission And Generation Tool (AVERT)

Financial Assistance (COVID-19)

The pandemic was survived by organizations that had planned for sustainability. Fakeeh Care, being one of them, although was impacted by the COVID-19 outbreak, could stay afloat. We also received assistance through the Royal Order issued by the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud to exempt Saudi workers, in the private sector firms that have been impacted by the consequences of COVID-19 outbreak from articles 10 ,8 and 14 of unemployment insurance (SANED).

We had applied for a compensation request to the General Organization for Social Insurance (GOSI), which in return paid 60% of all Saudi Employees' salaries at a maximum of SAR9,000 monthly and the remaining 30% was paid from Fakeeh Care with no delays.

We also ran an Employee Medical Financial Assistance Program to provide financial loan and discounts, which was based on unbiased applications for all employees irrespective of grade, culture and employment contract.

EMPLOYEES

SUSTAINABILITY THROUGH EMPLOYEE SAFETY, HEALTH & ECONOMIC EMPOWERMENT

- Occupational Health
- Recruitment, Benefits, and Talent attraction
- Promoting Diversity and Equality

2020 ESG REPORT

Fakeeh Care selects medical and non-medical employees of the highest caliber across all specialties. Since we are a tertiary care multi-specialty organization, currently supporting residency-training programs, we seek to recruit highly-trained and highly-skilled employees to support our patients' care needs, as well as train the next generation of medical and non-medical professionals.

We have agreements with online and multinational recruitment agencies for this, and we arrange recruitment trips to single or multiple destinations. All recruitment is coordinated through our Group Human Capital Management (HCM) Department, in order to standardize our approach.

Occupational Health

Staff Health Plan

It is Fakeeh Care's policy to conduct pre-employment medical assessment for all new hires based on their scope of work. We also undertake periodic checkups of all healthcare staff, proper orientation and education program for staff regarding safety (especially for sensitive tasks such as safe patient handling, managing workplace violence, wearing personal protective), and give psychological and emotional support to the stressed and second victim staff.

Occupational Health & Safety Management

Health and safety risks are assessed in Fakeeh Care based on employee's scope of work on a yearly basis, and re-orientated during re-contracting as a mandatory requirement. In addition, employees are required to attend health and safety training on many topics some of which are, but not limited to, Fire Safety, Disaster Drills, Culture of Safety, and Parental Mucous Membrane Exposure (Needle Stick Injuries). Each health and safety session receives a 100% attendance rate as a result of linking training to our automated re-contracting process through oracle.

Staff Immunization and Screening for Infection

Fakeeh Care is committed to maintaining a safe hospital environment and a healthy work force. To ensure this, all new staff hires are screened and vaccinated for microorganisms that are:

a) likely to be transmitted in healthcare setting, and
b) are epidemic in nature for Jeddah that could lead to serious implications on staff, patients and their safety.

Also, all subcontracted, volunteers and trainee staff that join Fakeeh Care entities must show (prior to starting work), evidence of screening and vaccinations as per Fakeeh Care policies.

Life and Disability Insurance

All employees are covered under the Group Life and Disability Insurance Policy, which provides compensation in the event of death / disability while the employee is under active employment, irrespective of whether this occurs on or off duty, anywhere in the world.

Prevention Post Exposure Management and Follow up of Staff Exposed to Open Tuberculosis

Ensuring that all staff sustaining unprotected exposure to open TB will undergo a baseline tuberculin test directly after unprotected exposure, and then will undergo repeat tuberculin test 3-2 months after the exposure.

Blood and Body Fluid Exposure or Needle Stick Injury Management

Blood and body fluid injuries incurred by Fakeeh Care staff during work are considered work related injuries and are managed for free (paid by General Organization of Saudi Insurance (GOSI) or by Dr. Soliman Fakeeh Hospital).

Staff Safety during Home Visit in Fakeeh Home Health Care Services

This policy is formulated for Fakeeh Home Health Care (FHHC) Services staff to ensure their safety during home visits, inclement weather and extremely hazardous conditions. Each FHHC team carries their FHHC mobile phones to facilitate communication when indicated, any FHHC staff carrying out a home visit has the right to leave the patient's home immediately if they feel threatened in any way. Home Visit Risk Assessment is conducted upon admission for all FHHC patients to ensure staff safety risk during home visits.

Health and Safety issues resolved in Fakeeh Care

SUBJECT	2018	2019	2020
NUMBER OF SAFETY ISSUES RAISED	1213	1305	893
NUMBER OF SAFETY ISSUES ADDRESSED AND RESOLVED	1213	1305	890

Recruitment, Benefits, and Talent attraction:

Fakeeh Care selects physicians of the highest caliber across all specialties. Since we are a tertiary care multi-specialty organization, currently supporting residency training programs, we seek to recruit highly-trained and highly-skilled physicians to support our patients' care needs, as well as train the next generation of medical professionals.

Recruitment is impartial. At Fakeeh Care, we do not discriminate against a candidate on the grounds of race, color, religion, sex or disability.

Employee Professional Development and Training

TOPIC	2019	2020	2021 TARGET
AVERAGE NUMBER OF TRAINING HOURS ANNUALLY	15,443 HRS	10,995 HRS	11,000 HRS
TOTAL SPENDING ON EMPLOYEE TRAINING AND DEVELOPMENT	SAR 819,935	SAR 593,627	SAR 655,000
% OF EMPLOYEES THAT PARTICIPATE IN TRAINING	100	100	100

Retention Plan and Rates

Salary packages and benefits form a key part of Fakeeh Care's staff retention plan. We provide competitive salaries and benefits, which we review on an ongoing basis. We have a Grading and Salary scale for every job title in the organization, which includes a dedicated step rise for every position based on performance. Staff is evaluated every year and performance goals are set to encourage them to strive for greater achievements.

Our HR Department monitors quarterly retention rates to identify staff turnover, as a key indicator of our Strategic Plan. To reduce employee turnover and improve employee retention, Fakeeh Care implements the Employee Incentive Program and follows up on the Improvement Plan to create a better work environment for all employees, which is directly linked to the Employee Annual Evaluation of Performance and the Employee Annual Training Program Plan.

Annual Net Employee Turnover Percentage

TOPIC	2018	2019	2020	2021 TARGET
NUMBER OF JOINERS	11.61%	12.80%	12.80%	8.13%
NUMBER OF LEAVERS	27.90%	18.62%	18.62%	20.51%
TURNOVER RATE	27.90%	18.62%	18.62%	20.51%

Percentage of Employees Receiving Regular Performance and Career Development Reviews

NON-MANAGER (MALE – FEMALE)	100%
MANAGER (MALE – FEMALE)	100%
DIRECTOR (MALE – FEMALE)	100%

Promoting Diversity and Equality

Fakeeh Care is proud to be an equal employer and we benefit from a diverse workforce. Women make up 60% of our workforce, including representation at senior leadership positions. Our workforce is multicultural, multinational, and we do not differentiate between gender, religion, race, or orientation.

TOPIC	2019 GENDER		2020 GENDER	
EMPLOYMENT TYPE BY GENDER	MALE	FEMALE	MALE	FEMALE
FULL TIME	1206	1562	1108	1499
PART TIME	101	36	127	46
LOCUM	76	18	77	21
F. LOCUM	4	0	4	0
EXTERNAL DOCTORS	116	17	132	28
OUTSOURCE	47	140	24	116
OFFSHORE	46	24	58	29
CLINICAL ATTACHMENT	0	0	0	0
SPECIAL ASSIGNMENT	5	2	3	3
TOTAL	1601	1799	1533	1742

Saudization & Diversity

Fakeeh Care prioritizes employing Saudi nationals, as long as they possess the qualifications, skills, experience and other characteristics required by the role. We are fortunate to have a steady supply of nursing and medical interns from Fakeeh College of Medical Sciences and we work with other Human Capital Management Departments in the city to ensure our salaries and staff benefits remain competitive. In line with Fakeeh Care's Strategic Plan and the National Vision 2030, we have set "Increase number of Saudis (Nationals) employed" as one of our Sustainability Goals and Human Capital Management KPIs.

KPIs and Sustainability Goals

PERFORMANCE	2019	2020	2021 TARGET
INCREASE NUMBER OF SAUDIS (NATIONALS)EMPLOYED	26.29%	32.01%	34%

Saudi Nationals Levels

MEASURE	NON-MANAGER	MANAGER	DIRECTOR
SAUDI NATIONALS	26.29%	25.57%	44.0%

Employee Satisfaction

Every year, Fakeeh Care undertakes a rigorous process to assess staff satisfaction levels in partnership with Press Ganey. The detailed surveys provide us with a rich set of data, which we use to monitor progress and drive changes to employee benefits and support.

As a result, engagement among our staff went from strength to strength in 2018: our engagement score increased by almost 3% on the previous year (an 8% improvement since 2016). In 2019, our engagement score was 4.01, which puts us in the 26th percentile of companies. Our current score is Our current score remains the same as in 2019 at 4.01 We are aiming to boost that in the coming years, to reach the 40th percentile of companies for staff engagement.

The greatest improvements were satisfaction around benefits, and staff considering their pay was fair compared with other healthcare providers. Among our top strengths was the consensus that we care about our patients, and that we positively contribute to the community. A total of 70% of our staff completed their engagement survey in 2018.

Human Rights

An official Human Rights Training Program has not yet been established at Fakeeh Care, but human rights training, education and awareness sessions, for all employees, have been initiated and is a part of ongoing, onboarding and continuous training for the last five years. Training programs are through the Academic Training and Affairs, online learning or e-learning (through COVID-19 restrictions), or smaller classroom type learning. Communication training and awareness programs are aimed at the ability of the employees to be heard, and to be part of decision making relating to those events affecting their personal life, and the freedom to speak up without the fear of retaliation.

Employee Support Fund

Fakeeh Care has made a commitment to its employees to assist them financially through hardships and humanitarian situations. Supporting employees through these situations will help them to recover better and regain their ability to be satisfied and contribute to both, at work and in their personal lives. Every employee, as per the policy criteria, has the right to apply to the fund, which is later evaluated and approved by the Board of Trustees.

Employee Performance Evaluation Rates

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	
NON-MANAGER (MALE – FEMALE)	100%
MANAGER (MALE – FEMALE)	100%
DIRECTOR (MALE – FEMALE)	100%

PATIENTS

ACHIEVING SUSTAINABILITY THROUGH QUALITY,
PATIENT CARE & SATISFACTION

- Patient Governance and Rights
- Quality Assurance Accreditations
- Patient Satisfaction and Support
- Clinical Transformation

At Fakeeh Care, patient satisfaction and service excellence is at the heart of our approach. We listen to our patients over the course of their treatment and after the treatment, to improve our services and provide the best possible care.

Patient Governance and Rights

To ensure that patient care is a central focus of our day-to-day activities and behavior, Fakeeh Care has put in place a robust governance model that ensures a seamless patient experience; listening and capturing the voice of patients. We have established the following committees to support us in this process:

Patient Experience Committee

Fakeeh Care's Patient Experience Committee oversees all activities aimed at improving service excellence. The Committee:

1. Supervises and ensures a seamless and smooth flow of patients in all inpatient and outpatient areas.
2. Oversees non-medical clinical services for inpatients related to the patient experience.
3. Identifies opportunities to strengthen the culture of service excellence and take effective action.

Performance Improvement Council (PIC)

The Performance Improvement Council directs and supervises performance improvement. The Council:

1. Oversees the implementation of performance improvement and patient safety/risk management programs.
2. Reviews and recommends performance improvement project and the effectiveness of improvement initiatives.
3. Designs systems to integrate improvements into standard practice. This includes reviewing periodic feedback, preparing quarterly reports to governing bodies and reviewing PIC scorecards.

Patient Rights Policy

The Patient Rights Policy was created to ensure that the fundamental human right of freedom of expression, decision and action is preserved for all patients. It works as a guidance as well as defining the responsibility for all Fakeeh Care staff and healthcare service providers. In addition, we provide a 'Patients' Bill of Rights', which is Dr. Soliman Fakeeh Hospital's promise to patients on how we uphold their rights throughout their interaction with us.

Quality Assurance Accreditations

Fakeeh Care fosters a culture and environment that supports implementation and sustainability of evidence-based care, which has shown to improve patient outcomes. Fakeeh Care bases its business and clinical practice on internationally accepted standards of CBAHI, JCIA, ACHSI, AABB, HACCP, CDC, AHIMA, CAO, ISO, and OSHA. The Group regularly re-accredits itself and its entities to sustain quality and assurance.

Patient Satisfaction and Support

Patient Satisfaction

Fakeeh Care has collaborated with Press Ganey International since 2015 to measure patient satisfaction and further develop its commitment to service excellence. The partnership focuses on identifying important areas that have a direct impact on overall patient satisfaction scores, improving opportunities across different stages of the patient's journey and addressing those priorities at a corporate level.

DSFH-PRESS GANEY OVERALL		
SERVICES	2020	2021
AMBULATORY SURGERY	91.02	92.1
HOME HEALTH CARE	88.27	90.8
EMERGENCY DEPARTMENT	71.05	71.51
INPATIENT	85.42	86.27
MEDICAL PRACTICE	81.6	83.03
OUTPATIENT SERVICES (RDU)	85.26	86.44

Patient Support

Employee Fund

Along with providing tertiary care to our insurance and cash patients, we have established a Patient Support Fund with an inclusion and exclusion criteria to ensure assistance of those in most need of critical/life-threating medical support (exclusive of discounts and gestures of goodwill).

FINANCIAL SUPPORT PROVIDED IN 2020
SAR 986,814.14

In additional to multiple programs and services provided, such as:

CARE PARTNER PROGRAM

GOVERNMENT COLLABORATION
for Persons with Disabilities

UNIVERSAL ACCESSIBILITY

CHARITY COLLABORATIONS

Clinical Transformation

At Fakeeh Care, one of the key indicators of economic performance is clinical transformation, which is achieved through:

- MEDICAL HOMES
- ATOMIZATION PROJECTS
- TELECONSULTATION
- TRAINING & CERTIFICATIONS
- HOME HEALTHCARE
- RESEARCH AND INNOVATION
- CONTINUUM OF CARE MODEL

CLINICAL TRANSFORMATION
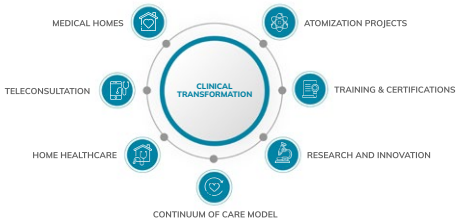
COMMUNITY

- CSR Strategic Directive
- Community Investment
- Academic Training

Fakeeh Care launched its Corporate Social Responsibility (CSR) strategy in 2018, for the period 2021-2019, which aims to increase the involvement of stakeholders, from within the business and from the wider community. In late 2020, the Group shifted its approach towards a more wholesome and quantitative approach consisting of ESG metrics.

STRATEGIC DIRECTIVES	VISION & MISSION

RESOURCE 1: HUMAN	RESOURCE 2: FINANCIAL	RESOURCE 3: FACILITY

AIM 1: EDUCATION	AIM 2: AWARENESS

CUSTOMERS	EMPLOYEES	COMMUNITY	ENVIRONMENT

CSR STRATEGY FRAMEWORK

CSR Strategic Directive

Fakeeh Care's CSR strategic directives are aligned with the directives set in the Corporate Strategic Plan and aligned with the broader vision of transforming lives through clinical excellence, compassionate care, and health education. The strategic directives are:

1. Investing in People and Development

Fakeeh Care will continue to recruit and retain the highest quality people, with effective selection, recruitment and on-boarding processes. This includes creating the best possible conditions for our workforce so that they thrive in their roles, and thus ensuring high levels of staff satisfaction. It also means providing continuous medical education, under-graduate, and post-graduate programs, systems and processes to support safe quality of care deliveries and rewarding and recognizing those with performance above and beyond.

2. Meeting Customer Needs and Expectations

The needs of patients and customers are changing and they expect more from their healthcare providers and organizations. Along with managing or curing diseases, Fakeeh Care aims to identify developing health challenges as early as possible and create plans of action to prevent them through research, education, best practices, stakeholder involvement and person-centered care. By collaborating to deliver a comprehensive integrated healthcare system to cater to those needs, these programs are designed to be predictive, preventive, personalized and participatory.

Community Investment

At Fakeeh Care, we conduct market analysis to identify the need of our community and economy. The scope of each investment is outlined in the Terms of Agreement, Scope of Work, and Stakeholder Engagement documents. Our scope can be summarized as our giving and providing access to specialized healthcare, and basic healthcare to those normally not able to either afford or those located in areas where this is not available, youth and education programs to ensure empowering the decision makers of the future by offering educational programs, graduate and post-graduate programs for local community, and participation in governmental projects in support of health, happiness and safety through the establishing of parks and recreation. The geographic scope includes all populations within KSA and UAE, male and female, young and old, various medical charity assistance funds, facility provisions, educational institutions, through collaborations and support.

Measuring Social Return on Investment

- No. of new employees hired
- No. of patients served
- Patient satisfaction
- Market share
- Return on assets
- EBITDA and profit growth
- Net profit on new projects

Annual KPI

	KPI 1	KPI 2	KPI 3
KPIS	EBITDA MARGIN	REVENUE GROWTH	MARKET GROWTH

Academic Training

Training and Development

Our employees are hired based on their qualifications, training, experience and skills, and we encourage them to continue to learn and develop their skillsets on the job. We have an active Academic and Training Affairs (ATA) Department, that provides several Continuing Medical Education (CME) opportunities for staff who are required to maintain licensure.

EMPLOYEE PROFESSIONAL DEVELOPMENT AND TRAINING			
TOPIC	2019	2020	2021 TARGET
AVERAGE NUMBER OF TRAINING HOURS ANNUALLY	15,443 HRS	10,995 HRS	11,000 HRS
TOTAL SPENDING ON EMPLOYEE TRAINING AND DEVELOPMENT	SAR 819,935	SAR 593,627	SAR 655,000
% OF EMPLOYEES THAT PARTICIPATE IN TRAINING	100	100	100

Our staff receives full training whenever we introduce new and innovative systems to the hospital – such as new medical interventions, new medical equipment, and IT technologies. These diverse training opportunities are intended to help the staff enhance their knowledge and expand their learning prospects.
We also encourage advancement among staff across all different departments, and thus, physicians are entitled to Scientific Leave and non-physicians are entitled to Business Leave, for the purpose of acquiring additional skills and specialized training.

ESG COMMITMENT & SUSTAINABILITY TARGET

- Responsible Supply Chain
- GHG Emissions
- Energy Conservation
- Waste Reduction
- Digital Transformation
- Sustainable Targets

2020 ESG REPORT

As an organization, we understand that improving energy efficiency, water consumption, and proper waste management and recycling is the environmentally-conscious choice to make and the most cost-effective measure we can take towards the environment and climate change. Through this section, we are shedding light on our technologies, targets, and management programs to demonstrate the sustainable steps we are taking towards reducing our greenhouse gas emissions and our pro-active role in the environment.

Responsible Supply Chain

Responsible Purchasing

At Fakeeh Care, we recognize the importance of promoting a responsible supply chain inclusive of human rights, fair labor practices, environmental progress, and anti-corruption policies, among our suppliers. These practices help our management to make decisions that are beyond procurement and affect our supply chain.

Supporting Local Suppliers

A % of procurement spending (material, product, and service procurements) is awarded to local companies

TOPIC	2018	2019	2020
PROCUREMENT SPENDING	90%	90%	90%
	10% CONSULTANTS AND OFFSHORING		

Audits are conducted regularly in line with our sustainability strategy and include relevant standards related to:

1. Social responsibility
2. Quality and risk
3. People development
4. Supporting local companies
5. Adherence to local and international standards, regulations
6. Employee equity
7. Anti-Child Labor Practices

Additionally, Fakeeh Care conducts yearly ESG risk assessment of its supply chain.

ASSESSING SUPPLIERS

SUPPLIER AUDIT

GHG Emissions

Actions to reduce GHG emissions. Our facility management team takes the following actions to reduce GHG emissions:

ACTIONS TAKEN	Reduce the running time of the generator by: 1. Adjusting the set point of the ATS to cover 6% voltage margin from the nominal SCECO voltage, as well as adjust the AVR of the transformer to be adjacent as much as possible to 380V. 2. Reduce the running time of the generators by operating the hospital on SCECO power source.	Conduct proper PPM incompliance with our manufacturer recommendation for the generators.	Reduce the connected load of generators by replacing the old and malfunctioning machine.
PROGRESS SEEN	Reduction of running time. The progress will be evaluated next year, especially as we start monitoring the gas emission on 2020.	This will minimize the emission of CO2 gas as the generator will operate smoothly.	This will ensure that the load will not exceed 80% of the generator capacity that will ensure the smooth operation of the generator

Opportunity

Minimizing the usage of our generator resulting in the decreasing of CO2 gas emission in 2020, our facility management noticed a repeated power interruption in one of our main operational buildings due to the raise of voltage.

Energy Conservation

Organizational Sustainable Target: Decrease electricity consumption year on year.

AREA	UNIT	2018	2019	2020
DR. SOLIMAN FAKEEH HOSPITAL AND LEASED OFFICES	KW	29,769,970.42	27,039,180.95	28,862,512.38
ENTITIES		44,172,348.99	49,356,883.60	47,933,661.54
USE OUTSIDE OF THE ORGANIZATION		6,241,372	7,279,612	4,406,838

Actions taken to reduce energy consumption

ACTIONS TAKEN	Replacement of all traditional lights with LED.	Usage of light control system.	Replacement of old HVAC machine by a higher efficiency equipment.
PROGRESS SEEN	40% power saving on the light circuit, as LED light provides equivalent lumen in comparison to halogen (having a much higher power consumption). E.g : 60w halogen lights replaced by 18w LED light.	20% power saving on the light circuit, due to availability of occupancy sensors and timers on several light circuit.	Up to 20%, as new technology is providing better power consumption in comparison to the traditional type.

**NUMBER OF POWER INTERRUPTION
IN 2020-2019**

Affecting HVAC Function

More Interruption

less Staff Satisfaction

OPERATION IMPACT

COST OUTCOME IMPACT

More CO_2 Generation

More Diesel Consumption

Higher Maintainance Cost

IMPACT OF THE PROBLEM

What We are Trying to Achieve

DECREASE MAINTAINANCE FREQUENCY

DECREASE COST OF REPAIRING

MANAGEMENT AND STAFF SATISFACTION

COMMUNITY COMMITMENT

DECREASE CO2 PRODUCTION

DECREASE DIESEL CONSUMPTION

GOALS MET

FAKEEH · CARE GROUP | 2020 ESG REPORT · WORKING TOWARDS A SUSTAINABLE TOMORROW | ESG COMMITMENT AND SUSTAINABILITY TARGET

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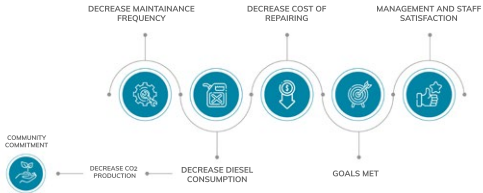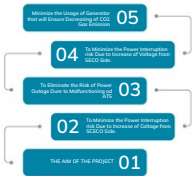
HOW WE WILL KNOW IF A CHANGE IS AN IMPROVEMENT

05 Minimise the Usage of Generator that will Ensure Decreasing of CO_2 Gas Emission

04 To Minimise the Power Interruption risk Due to Increase of Voltage from SECO Side.

03 To Eliminate the Risk of Power Outage Due to Malfunctioning of ATS

02 To Minimise the Power Interruption risk Due to Increase of Voltage from SECO Side.

01 THE AIM OF THE PROJECT

ACTIONS TAKEN

01 Collecting Maintenance History

02
- Transformer Tap Changer Adjustment.
- ATS Upgrading
- ATS Circuit Breaker Replacement: 10 Circuit Breaker - Capacity between 2500A and 4000A.

03 Monitoring the Action

FAKEEH . CARE GROUP | 2020 ESG REPORT - WORKING TOWARDS A SUSTAINABLE TOMORROW | ESG COMMITMENT AND SUSTAINABILITY TARGET

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Number of power fluctuation 2019-2020-2021

PDCA

RESULTS

Waste Reduction

Waste Reduction Targets

| TARGETS	REDUCTION OF PAPER AND INK CARTILAGE USAGE	REDUCTION OF NON-MEDICAL SUPPLY COSTS (STATIONARY) BY 60%
% OF BUSINESS THIS TARGET COVERS	85%	
COST SAVINGS	SAR 6,438,482.20	

Healthcare Waste Management Program

Fakeeh Care has adopted the Unified Guidelines for Infectious Waste Management by Cooperation Council for the Arab States of the Gulf (GCC), establishing surveillance and control methods suitable for generating, segregating, storing, treatment and safe disposal of all hazardous healthcare waste in all GCC states. HHCW programs at Fakeeh Care outline the processes in managing healthcare waste to ensure safety of its staff as well as the surroundings. During the reporting period Fakeeh Care did not register non-compliance with environmental laws and regulations
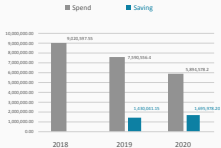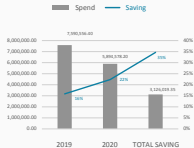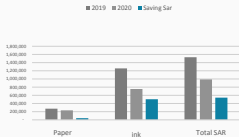
Results

% Direct Material Costs

INVENTORY VALUE

REDUCTION OF DIRECT MATERIAL COSTS
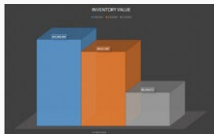
REDUCTION OF INVENTORY VALUE

SAVINGS SAR

SAVINGS %

INK PAPER SAVING
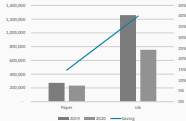
INK PAPER SAVING %

Water Stewardship

Organization Water Consumption

TOPIC	2018	2019	2020
WATER CONSUMPTION	160,632	250,079	140,304

All normal water discharge is directly terminated to the municipal waste line with no shared resources in place

ACTIONS TAKEN	Sensor Faucets for wash basin – All wash basin at critical care areas have been installed with sensor faucets.	Flow Aerator – All sink faucets at common area and patient rooms equipped with the best of the technology available for the flow aerator.	Water flow restrictor – All hands pray and shower in common area and patient room equipped with flow restrictor.
PROGRESS SEEN	The installation of the sensor reduces the wastage of water uses compared to the normal faucets	This restricts the flow of the water from 10 L/M to3 L/M as per the study conducted.	This restricts the flow of the water form12L/M to 4 L/M asper the study conducted.

Digital Transformation

Our Health IT systems are focused on achieving service excellence by improving patient experience, supporting daily operations, and aligning with the larger corporate vision and objectives.

Objectives

1. Build and maintain robust & secure infrastructure.
2. Provide secure and seamless access, anytime anywhere, to information systems.
3. Align and support corporate strategy and objectives.
4. Deliver timely quality and cost-effective services by utilizing all IT assets and resources.

IT Tools that support & enable productivity, sustainability, improved outcomes

- Yasasii - a comprehensive Hospital Information System
- SAP S/4 Hana - helping increased productivity and transparency
- SAP FICO: Achieving financial accounting excellence
- SAP MM: Seamless materials management
- SAP Success Factors - Improving business execution
- RIS/PACS Siemens to streamline radiology
- Occurrence Variance Report (OVR) for Incident Management
- Mobile Application for patient-doctor convenience (to be converted into a table/chart)
- Patient Portal to increase patient-doctor accessibility (to be converted into a table/chart)

- Nurse Calling System
- Remote Patient Monitoring
- Comprehensive CMMS system support - A computerized maintenance management system
- Multiple Help Desk options are being implemented for different tasks
- PABX, IP Phones and Call Center - upporting more than 30 channels of communications
- CCTV for check, reporting, and corrective measures

Sustainability Targets

Increase number of Saudis (Nationals) employed

PERFORMANCE OVER THE LAST 3 YEARS		
2018	2019	2020
26.29%	32.01%	34%

Improve on recycling

PERFORMANCE OVER THE LAST 2 YEARS	
2019	2020
166,714 KG	37,501 KG

Decrease electricity consumption year on year

PERFORMANCE OVER THE LAST 3 YEARS		
2018	2019	2020
4,776,607 KW	11,385,656 KW	12,573,110 KW

Support local suppliers

SUPPORT LOCAL SUPPLIERS		
2018	2019	2020
100%	100%	100%

Increase number of female employees in management

PERFORMANCE OVER THE LAST 3 YEARS		
2018	2019	2020
44.94%	44.67%	67.82%

Employment of people with disabilities

PERFORMANCE OVER THE LAST 3 YEARS		
2018	2019	2020
0%	5%	15%

Improve patient satisfaction

PERFORMANCE OVER THE LAST 3 YEARS		
2018	2019	2020
85.3%	84.5%	85.8%

Increase Saudis in leadership positions

SUPPORT LOCAL SUPPLIERS		
2018	2019	2020
24.69%	26.56%	29.75%

REPORTING

2020 ESG REPORT

About this Report

This report contains information and data covering Fakeeh Care's operational period for 2020, across the different disclosures in relation to our services and operations management.

The report contains parts under different disclosures that were previously reported in our 2019-2018 GRI Reports, with modifications to ensure that the information now represents data for the year 2020. Information under the Organizational Profile related disclosures (2 – 102 to 10 – 102) contains information about our profile and has changed from previous years.

Significant changes in reporting were made due to expansions, operational transformation, and new services in comparison to the previous 2019-2018 report, as in our current 2020 report our focus and reference is to the Corporate Strategic Plan 2020-2018, CSR Strategy 2021-2019, and our Materiality Assessment 2021. This report has not been externally assured.

Contact Details

For clarifications or more information regarding this report, contact below.

Email: growthoffice@fakeeh.care

GRI
CONTENT
INDEX

2020 ESG REPORT

GRI Content Index

"For the Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report."

GRI STANDARD	DISCLOSURE	PAGE	Omission
	GRI 101: FOUNDATION 2016		
	[GRI 101 does not include any disclosures]		
	GRI 102: GENERAL DISCLOSURES 2016		
Organizational Profile			
	102-1 Name of the organization	04	
	102-2 Activities, brands, products, and services	04	
	102-3 Location of headquarters	04	
	102-4 Location of operations	04, 06-17	
	102-5 Ownership and legal form	04	
	102-6 Markets served	04	
GRI 102 General Disclosures 2016	102-7 Scale of the organization	41	
	102-8 Information on employees and other workers	41	
	102-9 Supply chain	57	
	102-10 Significant changes to the organization and its supply chain	04	
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	102-12 External initiatives	48	
Strategy			
GRI 102 General Disclosures 2016	102-14 Statement from senior decision-maker	05	
	102-15 Key impacts, risks, and opportunities	20	

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GRI 102 General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	19	
	102-17 Mechanisms for advice and concerns about ethics	25 - 26	
Governance			
	102-18 Governance structure	22	
	102-19 Delegating authority	23	
	102-20 Executive-level responsibility for economic, environmental, and social topics	23	
	102-21 Consulting stakeholders on economic, environmental, and social topics	23	
	102-22 Composition of the highest governance body and its committees	24 -25	
	102-23 Chair of the highest governance body	24-25	
	102-24 Nominating and selecting the highest governance body	24-25	
GRI 102 General Disclosures 2016	102-25 Conflicts of interest	26	
	102-26 Role of highest governance body in setting purpose, values, and strategy	24 -25	
	102-27 Collective knowledge of highest governance body	25	
	102-28 Evaluating the highest governance body's performance	24 -25	
	102-29 Identifying and managing economic, environmental, and social impacts	23 -25	
	102-30 Effectiveness of risk management processes	45	
	102-31 Review of economic, environmental, and social topics	23 -25	
	102-32 Highest governance body's role in sustainability reporting	23 -25	
	102-33 Communicating critical concerns	38	
	102-34 Nature and total number of critical concerns	N/A	Not reported in 2020 report. Working on reporting in next report
Stakeholder Engagement			
	102-40 List of stakeholder groups	28	
	102-41 Collective bargaining agreements	N/A	Prohibited by Saudi Law
GRI 102 General Disclosures 2016	102-42 Identifying and selecting stakeholders	30	
	102-43 Approach to stakeholder engagement	28	
	102-44 Key topics and concerns raised	26	

Reporting			
GRI 102 General Disclosures 2016	102-45 Entities included in the consolidated financial statements	04	
	102-46 Defining report content and topic Boundaries	17	
	102-47 List of material topics	17	
	102-48 Restatements of information	75	
	102-49 Changes in reporting	75	
	102-50 Reporting period	75	
	102-51 Date of most recent report	75	
	102-52 Reporting cycle	75	
	102-53 Contact point for questions regarding the report	75	
	102-54 Claims of reporting in accordance with the GRIStandards	82	
	102-55 GRI content index	75	
	102-56 External assurance	75	
GRI 103: MANAGEMENT APPROACH 2016			
(Indirect Economic Impact, Human Rights Assessment, Economic Performance, Anti-Corruption, Occupational Health and Safety, Market Presence, Employment, Training and Education, Diversity and Equal Opportunity, Security Practices, Rights of Indigenous Peoples, Public Policy, Procurement Practices, Materials, Energy, Emissions, Water and Effluents, Waste, Environmental Compliance, Supplier Environmental Assessment, Freedom of Association and Collective Bargaining, Child Labor, Supplier Social Assessment)			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary 6	17	
	103-2 The management approach and its component	17	
	103-3 Evaluation of the management approach	17	
Indirect Economic Impact			
GRI 203: Indirect Economic Impacts 2016	203 - 2 Significant indirect economic impacts	04, 46	
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GRI 412: Human Rights Assessment 2016	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	43	
	412 -1 Operations that have been subject to human rights reviews or impact assessments	43	
	412-2 Employee training on human rights policies or procedures	43	
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GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	32	
	201-2 Financial implications and other risks and opportunities due to climate change	33	
	201-4 Financial assistance received from government	34	

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GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	26	
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GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	36	
	403-2 Hazard identification, risk assessment, and incident investigation	38	
	403-3 Occupational health services	36-38	
	403-4 Worker participation, consultation, and communication on occupational health and safety	37	
	403-5 Worker training on occupational health and safety	37	
	403-6 Promotion of worker health	36 - 37	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	37	
	403-8 Workers covered by an occupational health and safety management system	37	
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GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	41	
	202-2 Proportion of senior management hired from the local community	42	
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GRI 401: Employment 2016	401-1 New employee hires and employee turnover	40	
	401-2 Benefits provided to full-time employees that are not provided to temporary orpart-time employees	37	
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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	39	
	404-2 Programs for upgrading employee skills and transition assistance programs	39	
	404-3 Percentage of employees receiving regular performance and career development reviews	39	
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GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	24	
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GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	43	
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GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	N/A	Not applicable to country demographics

Public Policy				
GRI 415: Public Policy 2016	415-1 Political contributions –Topic Specific–	N/A	*Not Applicable – Prohibited by Saudi Law*	
Procurement Practices				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	57		
Materials				
GRI 301: Materials 2016	301-1 Recycled input materials used	68		
	301-3 Reclaimed products and their packaging materials	NA	*Not applicable to line of industry*	
Energy				
	302-1 Consumption within the organization	59		
	302-2 Energy consumption outside of the organization	59		
GRI 302: Energy 2016	302-3 Energy intensity	59		
	302-4 Reduction of energy consumption	59		
	302-5 Reductions in energy requirements of products and services	59		
Emissions				
	305-1 Direct (Scope 1) GHG emissions	NA	*Not Applicable – was not measure during the year. We are taking active steps with external company to have it measured on a regular basis*	
	305-2 Energy indirect (Scope 2) GHG emissions	NA		
	305-3 Other indirect (Scope 3) GHG emissions	NA		
GRI 305: Emissions 2016	305-4 GHG emissions intensity	60-65		
	305-5 Reduction of GHG emissions	60-65		
	305-6 Emissions of ozone-depleting substances (ODS)	NA	*Not applicable to line of work*	
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), andother significant air emissions	NA	*Not applicable to line of work*	
Water and Effluents				
	303-1 Interactions with water as a shared resource	70		
	303-2 Management of water discharge-related impacts	70		
GRI 303: Water and Effluents 2018	303-3 Water discharge – Topic Specific–	70		
	303-4 Water discharge – Topic Specific–	70		
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GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	66		
	306-2 Management of significant waste-related impacts	66		
	306-3 Waste generated	66		
	306-4 Waste diverted from disposal	66		
	306-5 Waste directed to disposal	66		
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GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	66		
Supplier Environmental Assessment				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	58		
	308-2 Negative environmental impacts in the supply chain and actions taken	58		
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GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom ofassociation and collective bargaining may be at risk	NA	*Not Applicable – not practiced*	
Child Labor				
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	58		
Supplier Social Assessment				
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	58		
	414-2 Negative social impacts in the supply chain and actions taken	58		

This report has been prepared in accordance with the GRI Standards: Core option.

فقيه.

مجموعة فقيه الطبية
Fakeeh Care Group