فقيه.

مجموعة فقيه الطبية
Fakeeh Care Group

SUSTAINABILITY MATTERS

2021 ESG REPORT

CONTENT

ORGANIZATIONAL PROFILE

2021 ESG REPORT

Materiality and Topic Boundary

Fakeeh Care's process for identifying key material environmental, social and governmental topics are through strategic planning, sustainability efforts, key performance indicators and overall Vision of Fakeeh Care. No formal materiality assessment has been conducted. All of the services, new technology, advances, contracts and agreements, new projects, innovations focus on key elements relating to ESG and expectations are incorporated into daily operations, through policy and standard implementation, and robust risk assessment (project and others)

The Founder

The first Saudi Doctor
with Internal Medicine Diploma

1960

Established Dr. Soliman Fakeeh
Hospital

1978

1932
Born in Mecca, Saudi Arabia

1970
General Manager of Medical Affairs
in the Western Region MOH
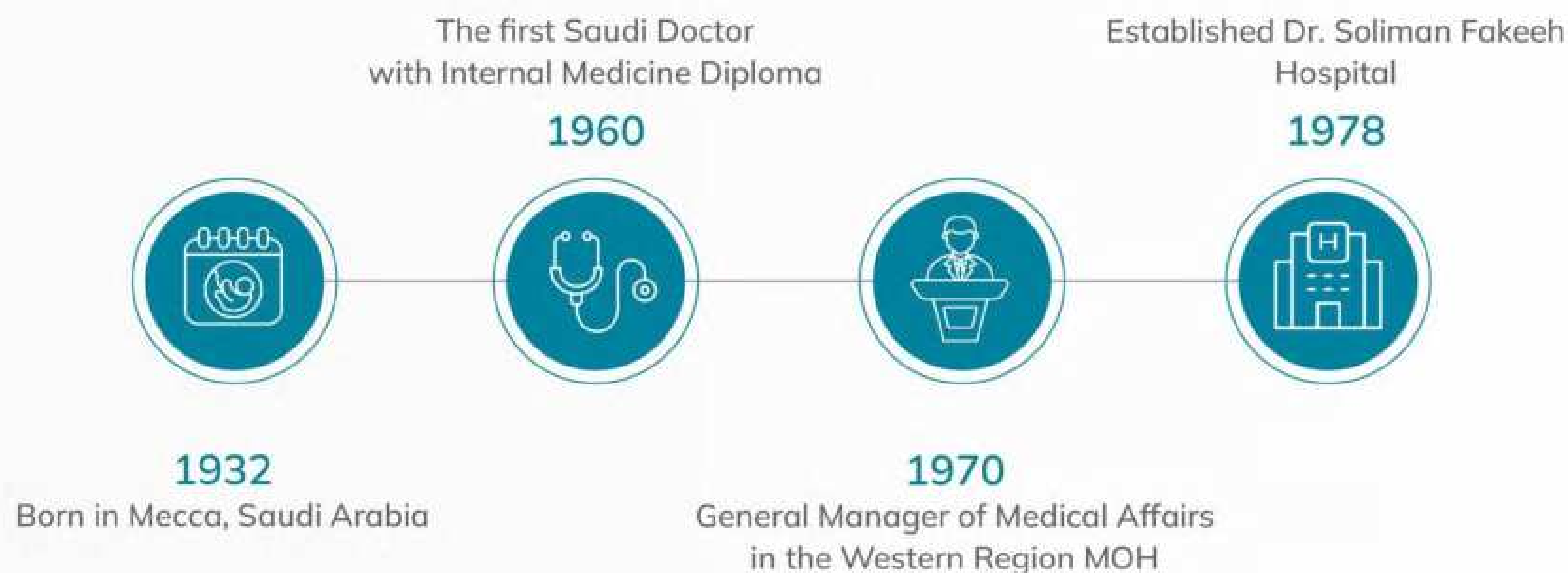
Dr. soliman Abdulqader Fakeeh

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 internationally 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 with expansion plans to Medina Mecca, and Riyadh. The group consists of several companies that abide by 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 program and other opportunities (Fakeeh College for Medical Science) for medical staff, nursing and allied health staff with, participate in continuous research and development, and had extended services to include supply chain, project management, information technology so as to become a fully integrated services provider. In addition, Fakeeh Care has now extended its foothold into the UAE market by opening a "smart hospital" in Dubai so as to ensure continuity of care for the current community and population include medical tourism and traveling.

Standards, quality and safety are implemented at corporate level so as to ensure that the brand name, irrespective of service or location, deliver only those accepted standards. Fakeeh Care maintains an extensive and robust Corporate Social Responsibility within KSA and include charities (community, patients, employees), growth and expansion, maintaining accreditation achievements, participation in community education platforms, providing services to those in need (other entities and even governmental bodies), expand services to include needs in the event of continued pandemic, etc.

Know More

Statement from the President

At Fakeeh Care, it has been our long-standing vision to transform lives through clinical excellence, value added care, health education, and research and so it has been for the 44 years since our embellishment and ongoing towards our vision of reaching 50 years of success. Our success was built on the grounds of sustainability and good practices; of which lead us through the impact of COVID-19.

Our sustainability report is a continuous effort to self-regulate and publicly disclose our organizational impact. 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.

Throughout the pandemic, Fakeeh Care has adhered to the rules, regulations, and restrictions to ensure the mental, physical, and overall wellbeing of its employee while responding to the patient's needs in the given situation.

In our local communities, and in line with our strategic directive of Efficient Business Operations, we offered accessible healthcare services through telemedicine in response to the Pandemic needs. Another topic of material significance to the organization was climate changes of which we continued our efforts on to ensure our Solar Panel project continued. Our organization has demonstrated a sustainable lead in environmental management as we take an active approach in addressing our waste management programs (medical and non-medical), reducing water consumption that can be caused by over-pouring of water, and underwent energy conservation improvement projects on our generators and in our facilities.

We are dedicated year on year to continuously contribute to corporate social reasonability; and as our operations and footprint expands across to region, our sustainable targets continue to grow.

Dr. Mazen Fakeeh

Our Network

Dr. Soliman Fakeeh Hospital Company is a leading healthcare provider in the Kingdom of Saudi Arabia and the Western Region as the biggest private hospital for over four decades.

We continue to expand our operations across the western region of Saudi Arabia and GCC to increase our reach in the local and international community with new hospitals in Medina & Mecca and a Fakeeh University Hospital in Dubai.

A new facility expansion was the launch of Fakeeh University Hospital in Dubai, UAE in December 2020 to reach patients internationally. This expansion is to showcase our ambition to diversify geographically based on the country's stable regulatory environment, developed infrastructure, and the ease of recruiting physicians and staff.

Our Network Spreads Across Two Clusters:

- Jeddah
- Dubai

And Fall into the Following Categories:

- Hospitals, Clinics & Home health care
- Home Healthcare
- Medical Education
- Medical Retail
- Medical Support
- Others

Entities included in sustainability report are the entities located in Saudi Arabia.

Fakeeh Care Group Network

	جدة JEDDAH	دبي DUBAI
	DSFHJEDDAH.FAKEEH.CARE	DUBAIFUH.CARE
HOSPITALS	فقيه. مستشفى د.سليمان فقيه Dr. Soliman Fakeeh Hospital	فقيه. مستشفى فقيه الجامعي Fakeeh University Hospital
CLINICS	فقيه. مركز د.سليمان فقيه الطبي Dr. Soliman Fakeeh Medical Center فقيه. عيادة فقيه التنفيذية Fakeeh Executive Clinic فقيه. ميديكال فقيه Medical Fakeeh KAUSTHealth	COMING SOON فقيه. مركز فقيه الطبي الجامعي Fakeeh University Medical Center
HOME HEALTH	فقيه. فقيه للرعاية الصحية المنزلية Fakeeh Home Healthcare	فقيه. فقيه للرعاية الصحية المنزلية Fakeeh Home Healthcare
	Kingdom of Saudi Arabia المملكة العربية السعودية	United Arab Emirates الإمارات العربية المتحدة

Fakeeh Care Group Network

EDUCATION	Fakeeh College for Medical Siences	Khadija Attar Center		
RETAIL	Fakeeh Complementary	Fakeeh Vision		
MEDICAL SUPPORT	Fakeeh International	MedE		
OTHERS	Fakeeh Tech	AHC — Advanced Horizons Contracting Company	Altarabi Logistics	Watch Me Grow

Kingdom of Saudi Arabia & United Arab Emirates
المملكة العربية السعودية و الإمارات العربية المتحدة

Fakeeh Care Group Hospitals

DR. SOLIMAN FAKEEH HOSPITAL
JEDDAH

FAKEEH UNIVERSITY HOSPITAL
DUBAI

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

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

STRATEGY

- Strategic Direction
- Strategic Framework (Vision, Mission & Values)

2021 ESG REPORT

Our Strategy Direction

In last 43 years, Fakeeh Care group transformed itself from a single hospital in KSA to growing into a dynamic group of healthcare entities, delivering high-end services in line with international quality standards, and extending its footprint beyond KSA to new geographies. Today, the group has over 14 entities under its name, ranging from primary, secondary, home health care, and tertiary levels of care hospitals in KSA and UAE, ambulatory clinics, preventive & lifestyle clinics and more, thus now serving over 1.5M outpatients annually.

From here, the next 7 years will be the biggest push towards 50 which would be the real game changer and which can lead us to the 50th year (anniversary) of achievements and success.

This journey towards 50 would be very critical for the group to create a significant impact, build strong momentum and unify the whole organization internally and externally. Every step taken during this journey has to ensure that our staff is motivated and galvanized to come together and make a big leap by focusing towards one common goal and objective.

Our Strategic Framework

OUR VALUES

Integrity

Honesty

Positivity

Compassion

Teamwork

Accountability

OUR MISSION

Striving to Improve Wellbeing & Provide Affordable Healthcare Services Through

Integrated Clinical Practice

Health Education

Innovation

OUR VISION

Transforming Lives Through

Clinical Excellence

Value Added Care

Health Education & Research

Memberships of Association

Fakeeh Care
is Dedicated to Professional Memberships.

GOVERNANCE

DRIVING SUSTAINABILITY THROUGH
GOVERNANCE & STAKEHOLDER ENGAGEMENT

- Governance and Sustainability
- Governance Structure and Composition
- Nomination and Selection of the highest governance body
- Delegation of Authority
- Anti-Corruption Practices
- Conflict of Interest

2021 ESG REPORT

Governance and Sustainability

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 foundations to establish, maintain, and monitor standards and policies for ethics, business practices, and compliance that span throughout Fakeeh Care. 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 provides strategic direction to and control over Fakeeh Care's managers, who are accountable and all subsidiaries are envision to run their operations autonomously to ultimately benefit Fakeeh Care, their patients and their community.

Each one of the subsidiaries, through its President, will report 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.

Governance Structure & Composition

Governance Structure

Stakeholders

Board of directors

Audit & Risk Commitee

Nominean & Funtionation Commetee

IA Function

Presedent

Corporate Officer

Vice President

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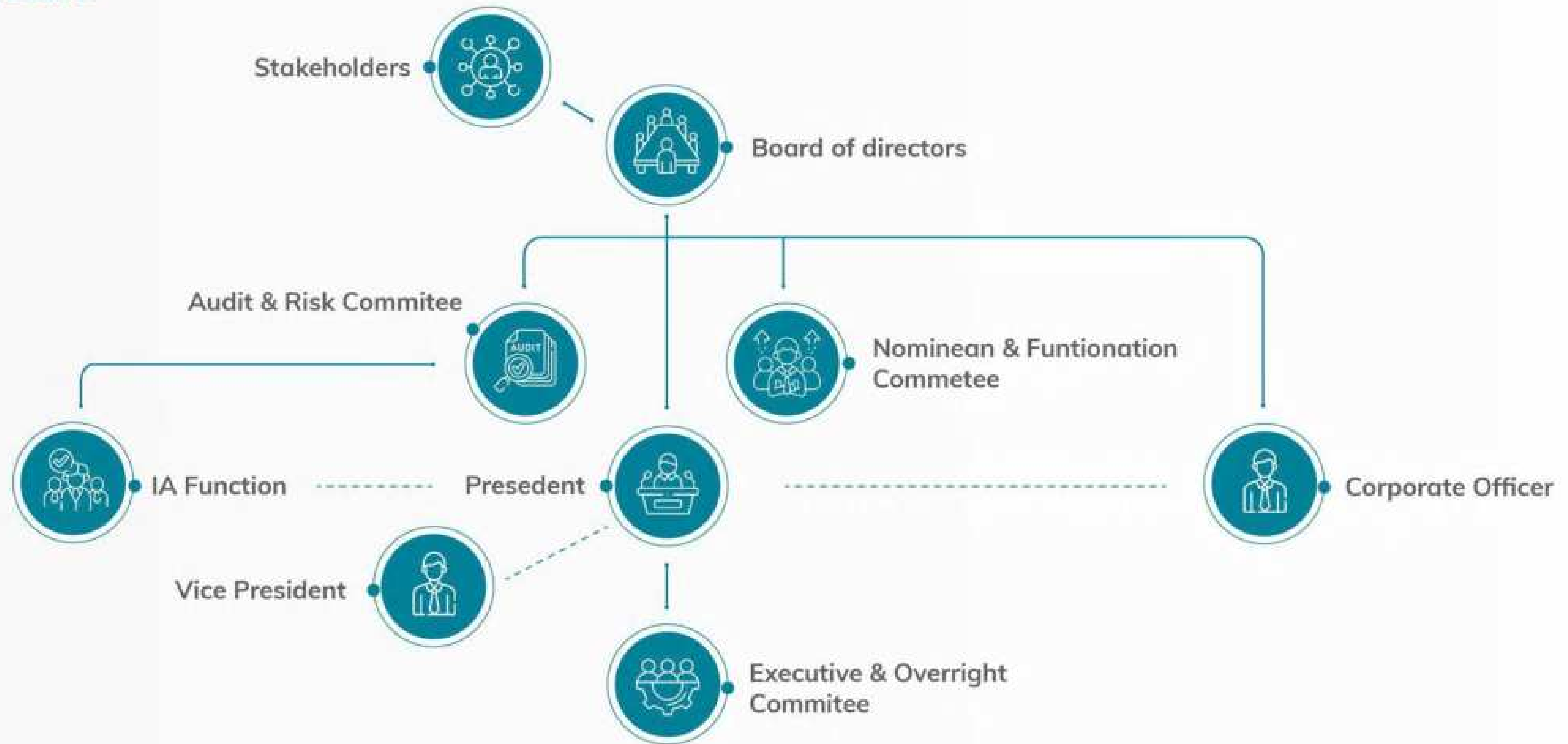
Led by Fakeeh. Care's President, the Board of Directors oversees Fakeeh. Care's strategic positioning and goals regarding sustainability and corporate responsibility. To take meaningful action, the Performance Improvement Council (PIC) sets targets across all operational activities including sustainability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

Highest Governing Body

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

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

Shareholders

A shareholder is any individual, group, or organization that owns one or more shares in Fakeeh Care, and in whose name the share certificate is issued. We make all information available to our shareholders in order to enable them perfectly to exercise their rights. The information is sufficient and accurate and is updated regularly and presented in a regular manner to the shareholders. Additionally, we implement an effective method to communicate with shareholders without preference between a shareholder and another in giving this information.

Board of Directors

The Board of Directors are elected by Fakeeh Care's Shareholders to supervise the management of the business and affairs. The prime responsibility of the Board is to ensure the viability of Fakeeh Care and to ensure that it is managed in the interest of the Shareholders as a whole while taking into account the interests of other stakeholder

Audit and Risk Committee

The Audit and Risk Committee is a subcommittee of the Board of Directors. Its main purpose is to assist the Board of Directors in fulfilling its oversight responsibilities with respect to: accounting, auditing, systems of internal controls, and financial reporting processes generally, compliance with the laws and regulations applicable to Fakeeh Care's business; and compliance with Fakeeh Care's Code of Conduct and related policies as well as to assist the Board in setting Fakeeh Care's risk appetite, identifying and monitoring Fakeeh Care's key risks and evaluating their management.

Executive and Oversight Committee

The Executive and Oversight Committee is a management committee. Its main purpose is to facilitate actions during intervals between meetings of the Board and to oversee the activities of each subsidiary.

Nomination and Remuneration Committee

The main purpose of the Nomination and Remuneration Committee is to assist the Board of Directors in fulfilling its oversight responsibilities with respect to: identifying individuals qualified to become Board members and recommending to the Board the director nominees for election by shareholders, recommending to the Board Member nominees for each committee of the Board and oversight of all matters relating to Board Member and executive officer compensation, as well as shaping the corporate governance framework of Fakeeh Care.

President

The President has the highest level of authority and thus is the ultimate decision maker. Nevertheless, the President is responsible for the overall oversight and operations of Fakeeh Care. He is accountable to the Board of Directors for the effective and efficient operation of Fakeeh Care and for conformity with its bylaws as well as with policies agreed upon by the Board of Directors.

Corporate Officer

The Corporate Officer, is responsible along with the Board members, for certain tasks. The key responsibility for the Corporate Officer is to ensure that the Board has the appropriate, proper and sufficient advice and resources for discharging its fiduciary duty, and to ensure that the records of the Board's actions reflect that the Board has done so. In addition, the Corporate Officer helps to ensure that the Board of Directors adheres to all relevant regulatory requirements.

Internal Audit Function

The role of the Internal Audit Function is to assist the Board and management in achieving effective corporate governance, business risk management and internal control through providing objective, independent, professional and risk-based assurance and consultation services in line with Fakeeh Care's values and audit profession ethics and standards. The function provides an independent appraisal function to examine and evaluate operations as a service to Fakeeh Care's audit and risk committee.

Nomination and selection of the Highest Governance Body

Nomination and Selection Process

The purpose of the Nomination and Remuneration Committee (the "Committee") of the Board of Directors (the "Board") of Fakeeh Care is to assist the Board of Directors in fulfilling its oversight responsibilities with respect to:

- Identifying individuals qualified to become Board members and recommending to the Board the director nominees for the next annual meeting of shareholders.
- Recommending to the Board of Directors nominees for each committee of the Board.
- Oversight of all matters relating to Board Member and executive officer compensation.
- Preparing and publishing an annual Committee report on Board Member and executive remuneration and such other reports to the extent required under any applicable securities laws and stock exchange regulations.

Chair of the Highest Governance Body

Organization

- The Committee shall be comprised of not less than three non-executive members of the Board.
- The appointed Committee members shall be members of FAKEEH CARE's Board of Directors.
- Members of the Committee shall be appointed by the Board and may be removed by the Board at its discretion
- Members of the Committee are entitled to resign provided that the timing of the member's resignation is appropriate and accepted by the Board. On a similar note, the service duration of the Committee members shall not exceed the term period of FAKEEH CARE's Board of Directors.
- All members of the Committee shall meet the independence and experience requirements to the extent required under all applicable regulatory requirements or stock exchange regulations.

Organization (Continuation)

- The Committee shall ensure on an annual basis the independence of the independent members and the absences of any conflict of interest in case a Board member also acts as a member of the Board of Directors of another company.
- The Board shall determine annually whether each member of the Committee is independent in accordance with the requirements described above. Notwithstanding the foregoing membership requirements, no action of the Committee shall be invalid by reason of any such requirement not being met at the time such action is taken.
- Committee members may not have a direct or indirect interest in FAKEEH CARE's business contractual agreements or transactions.
- One of the members shall serve as the Chairperson of the Committee. The Chairperson of the Committee shall be designated by the Board or, if no such designation is made, shall be selected by the affirmative vote of the majority of the Committee.
- A committee secretary shall be selected, whether from among its members or externally, to prepare the minutes of meeting and handle all the administrative tasks related to the Committee.

Delegation of Authority

To ensure continuity of our operations and overall impact of any kind during any employee leave we have set in place a Delegation of Authority policy to sustain an effective workflow.

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 are required to fill in a replacement on oracle when applying for leave.

Anti-Corruption Practices

Anti-Corruption Program

Management of fraud, corruption, and bribery related risks

The company has a detailed Fraud Control policy implemented 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.

Fraud Control General Procedures

Recruitment

During Interview
- Background check, document and credential verification, and competency match
- Confirmation of education and work history.
In all situations the employees would complete conflict of interest declaration form upon hiring and annually during the contract renewals as part of recruitment and contract renewal process

During Employment
- OULs will evaluate performance and compensation programs for all employees based upon work related competency

Upon Exit
- Recruitment function would conduct exit interviews for all employees leaving Fakeeh care as they may have information regarding possible fraud existing

Conflict of Interest

A. Employees would complete conflict of interest declaration form immediately "whenever applicable and once arose" to disclose any personal or outside interest, relationship or responsibility (financial, professional or otherwise)

B. The form should be signed by the employee and his direct OUL "whenever applicable" and to be submitted to Corporate Officer

C. Corporate Officer would share a copy of the form with the President and IAED, file a copy and send the original form to HR Dep. to be filed in the employee personal file

D. According to the nature of the disclosed interest, relationship or responsibility; the Corporate Officer would notify the concerned OULs after consultation with the IAED.

Whistle Blower

Fakeeh Care has developed a detailed Whistle Blower process to ensure 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 the organizations' s reputation and conflicts of interest. All policies are accessible through Document Gate to all employees.

On top of all of this, 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 discover any control deficiencies and fraud cases (if any), reporting the results directly to the Audit & risk committee together with the group

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.

Fakeeh Care acknowledges and respects the fact that its Board Members have their own individual interests and have the right to engage in various activities provided that the activities do not in any possible way lead to a situation that conflict with the overall interests of Fakeeh Care.

Furthermore, 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.

A conflict of interest can arise when an individual takes actions or has interests that may make it difficult to perform his or her work for Fakeeh Care objectively and effectively. Conflicts of interest may also arise when an individual, or members of his or her family, receive improper personal benefits as a result of his or her position in Fakeeh Care. Loans to, or guarantees of obligations of, individuals and their family members may create conflicts of interest. It is almost always a conflict of interest for an individual to work simultaneously for a competitor, customer or supplier

Ethics and Commitment

Our Commitments

All employees and stakeholders are expected to work and practice professionally, hence policies and commitments are mandated to ensure and reinforce the expected standards of work.

At fakeeh care our policies, standards, manual, and all relevant documents are accessible by all employees and concerned personnel via desktop application and staff zone on our website although not disclosed publically. All our policies are approved by the involved members and finally by the highest governing body regardless of category and assigned entity.

Although, Fakeeh care does not abide by the UN international bill of human rights it is fully aware of right and humane practices required. (Refer to our workforce). For precautionary principle, (refer to our environment). For good, practice (corporate governance). Accordingly, all business practices at all levels, whether operational or strategic, abide by the mandated policies and follow organizational line of approval.

Finally, all employees upon onboarding are orientated in regards to policies and accessibility of policies.

Reporting Incidents and Concerns

Grievance

Complaints and Grievances

Fakeeh Care follows an administrative chain of command in dealing with Complaints and Grievances. Each Employee shall refer first to his/her immediate Organizational Unit Leader. Complaints or Grievances of employees should follow the following steps:

a. Step One:

- The Employee should speak to his/her OUL as soon as the issue arises; delaying such discussion can affect the Employee's attitude, morale and performance at work. Provide factual description and evidence if any.
- If an Employee feels unable to speak to his/her OUL, because, for example, the complaint concerns the OUL, then the Second Step is applicable.

b. Step Two:

- The Employee should escalate to a Second OUL, or a member of the HCM Operations Department who is accountable for Employee relations.
- The HCM Operations Department must resolve the issue within three (3) working days.
- Note: If all the above steps are unsuccessful in solving the case, or the employee does not accept the outcome, the Employee may escalate his/her issue to the Grievance Committee

Occurrence Variance Reporting

The purpose of our OVR system is to have a unformed approach for event reporting and management which supports a just culture of safety in which employees feel free to report any and all safety events without fear and retribution, in an electronically and anonymous system. This system allows for a comprehensive and thoughtful investigation and analysis of incidents going beyond the more usual identification of fault and blame.

The aim is to have a positive impact in improving patient care, services, and preventing incidents that may affect patient safety. In addition, to increase the general knowledge about safety events, their causes, and strategies for prevention. The system was created in line with the Ministry of Health regulations for reporting.

Mechanisms for Seeking Advice and Raising Concerns

Fakeeh care follows an administrative chain of command in dealing with Complaints and Grievances. Each Employee shall refer first to his/her immediate Organizational Unit Leader. Complaints or Grievances of employees should follow the following steps:

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STAKEHOLDER ENGAGEMENT

- Our Process
- Our Engagements with Stakeholders

2021 ESG REPORT

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

Involvement
working together on a shared agenda, project or task

Commitment
committed to a shared agenda, project or task

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

Understanding
communicating and understanding each other's objectives

Awareness
knowing each other and about each other's objectives

ECONOMIC PERFORMANCE

GENERATING VALUE THROUGH ECONOMIC
PERFORMANCE SUSTAINABILITY

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

2021 ESG REPORT

generating Value

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.

financial Assistance

Received by Government

Surviving COVID-19

In 2020, Fakeeh.care, as many industries across the world, was impacted by the COVID-19 outbreak but with 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 8, 10 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 remaining 30% was paid from Fakeeh.care with no delays.

Provided to Employees

Employee Medical Financial Assistance Program

Fakeeh Care is committed to safeguarding the health and welfare of its employees and committed in ensuring that employees are entitled and able to receive medical treatment as per the need identified. This program is a financial loan and discounts provided for identified medical treatment and the standardized, unbiased application for all employees irrespective of grade, culture and employment contract.

TAX

Approach to Tax

The group is 100% owned by Saudi Nationals and therefore as per the law, its performance is subject to Zakat only, no income tax in levied on the performance of Fakeeh care.

The Group has a Zakat & Tax strategy in place, led by the Group's CFO. The primary objective of the Group's strategy is to ensure maximum benefits from the legal point to the shareholders. Our strategy revolved around value creation for the Group and our Communities.
The Group engages leading Zakat & Tax consultants in Saudi arabia for analyzing and addressing its Zakat & Tax related matters.
As part of regular review cycle all Zakat & Tax related matter are brought to the attention of the audit committee and thereafter the Board.

Tax Governance, Control, and Risk Management

The Group engages leading Zakat & Tax consultants in Saudi arabia for analyzing and addressing its Zakat & Tax related matters. The consultant deals with all primary conversations with the Zakat & Tax authority ("Authority"). However, the Group's CFO and his designated personnel in Finance are responsible to ensure that the consultant is well aware of the facts surrounding the matter raised by the Authority and to also ensure that any correspondence to and from the consultant to Authority gets checked by the designated personnel in Finance before making it official.

All matters Zakat & Tax related matters are reported to the audit Committee, who thereafter communicates it with the Board along with the Group's CFO.

As part of management's financial reporting process, Zakat & Tax related matters, if any, are adequately disclosed in the financial statements.

Risk management and assessment is an iterative process, it is the responsibility of the consultant engaged to communicate and discuss any new promulgations and their Zakat & Tax implications with the Group's CFO and the designated personnel in Finance. Likewise, in case the management becomes aware of any such new law / regulation the designated personnel communicates with the consultant to provide the Zakat & Tax implications and possible course of action. Final decision rests with the Group's CFO.

Grievance

Stakeholder Engagement and Management of Concerns Related to Tax

All matters Zakat & Tax related matters are reported to the audit committee, who thereafter communicates it with the Board along with the Group's CFO.

As part of management's financial reporting process, Zakat & Tax related matters, if any, are adequately disclosed in the financial statements.

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WORKFORCE

SUSTAINABILITY THROUGH EMPLOYEE SAFETY, HEALTH & ECONOMIC EMPOWERMENT

- Our Workforce
- Employee Engagement
- Occupational Health
- Diversity, Inclusion, and Saudization
- Recruitment, Benefits, and Talent attraction
- Staff Retention Plan and Rates:
- Annual Total Compensation
- Employee Safety Occupational Health and Safety Management System
- Human Rights
- Employee Fund
- Certifications
- HCM Success

2021 ESG REPORT

Our Workforce

We comply with all labor law regulations and policies set by the Ministry of Labor and Social Development in matters related to employment. We refer to the Executive regulations set by the Ministry to ensure compliance and that we adhere to any relevant employment regulations. The Kingdom of Saudi Arabia does not have Collective Bargaining Agreements. However, as per the contractual agreement and our internal policy, a 60 days' notice should be given to the staff prior to any significant operational changes that might affect their contractual agreement or work progress.

EMPLOYEES BY NATIONALITY		2020 MALES		2020 FEMALES		2021 MALES		2021 FEMALES	
		PT	FT	PT	FT	PT	FT	PT	FT
1	UNITED STATES OF AMERICA	3	0	3	1	3	0	5	1
2	AUSTRIA	1	0	0	0	1	0	0	0
3	BAHRAIN	1	0	1	0	1	0	0	1
4	BANGLADESH	133	0	0	0	125	0	0	0
5	UNITED KINGDOM	13	0	7	0	13	0	6	0
6	CANADA	2	0	1	0	3	0	1	0
7	CHAD	0	0	4	0	0	0	5	0
8	CZECH REPUBLIC	1	0	0	0	0	0	0	0
9	DJIBOUTI	0	0	1	0	0	0	1	0
10	EGYPT	291	6	136	0	311	6	147	3

EMPLOYEES BY NATIONALITY	2020 MALES		2020 FEMALES		2021 MALES		2021 FEMALES	
	PT	FT	PT	FT	PT	FT	PT	FT
11 UERITREA	2	6	136	0	311	6	147	3
12 ETHIOPIA	0	0	10	0	3	0	10	0
13 PHILIPPINES	111	0	6	0	0	0	6	0
14 FRANCE	0	0	601	1	116	0	606	1
15 INDIA	90	2	0	0	0	2	0	0
16 INDONESIA	0	1	103	1	91	0	134	2
17 IRAQ	0	0	2	0	2	0	2	1
18 IRELAND	0	0	1	0	0	0	1	0
19 JORDAN	35	0	0	0	0	0	0	0
20 KENYA	0	1	14	0	42	0	34	1
21 LEBANON	17	0	1	0	0	0	1	1
22 LIBYA	0	0	15	0	42	0	54	0
23 MAURITANIA	1	0	1	0	0	0	1	0
24 MOROCCO	2	0	0	0	1	0	0	0

EMPLOYEES BY NATIONALITY	2020 MALES		2020 FEMALES		2021 MALES		2021 FEMALES	
	PT	FT	PT	FT	PT	FT	PT	FT
25 NIGERIA	0	0	2	0	0	0	5	1
26 PAKISTAN	22	0	14	0	29	2	15	1
27 PALESTINE	23	0	25	1	25	0	32	0
28 PORTUGAL	1	0	0	0	1	0	0	0
29 SAUDI ARABIA	363	113	469	40	463	123	590	46
30 SOMALIA	1	0	14	0	1	0	17	1
31 SOUTH AFRICA	0	0	1	0	0	0	1	0
32 SUDAN	32	0	41	0	34	0	59	1
33 SYRIA	33	2	19	0	39	1	23	3
34 THAILAND	2	0	1	0	3	0	1	0
35 TUNISIA	4	0	4	0	3	0	5	0
36 TURKEY	2	0	1	0	2	0	0	1
37 YEMEN	35	2	42	1	38	3	54	9
38 YUGOSLAVIA	0	0	1	0	0	0	1	0

Workers Who are not Employees

Workers who are not employees are those who perform work for the organization but are not in an employment relationship with the organization.

If all the workers performing work for the organization are employees and the organization does not have any workers who are not employees,

TOPIC	2020 MALE	2020 FEMALE	2021 MALE	2021 FEMALE
AGENCY WORKERS (OUTSOURCE STAFF)	24	116	23	123
APPRENTICES	0	0	0	0
CONTRACTORS	0	0	0	0
HOME WORKERS	0	0	0	0
INTERNS	0	0	0	0
SELF-EMPLOYED PERSONS	0	0	0	0
SUB-CONTRACTORS	0	0	0	0
VOLUNTEERS	0	0	0	0

Employee Engagement

Every year Fakeeh Care undertakes a rigorous process to assess employee Engagement 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

PERFORMANCE	2019	2020	2021
SATISFACTION RESULTS	4.04 out of 5	4.04 out of 5 Due to corona pandemic, we didn't conduct a survey on 2020 but we considered the same results of 2019 and worked on the action plan	3.91 out of 5

Employee Safety Occupational health and Safety Management System

Staff Health Plan

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

Staff Immunization and Screening for Infection

Fakeeh care is committed to maintaining a safe hospital environment, a healthy work force, and to ensure that all new staff hires are screened and vaccinated for microorganisms that are likely to be transmitted in a healthcare setting that may lead to serious implications on patients, and their safety. 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.

Health and Safety KPI's

	KPI 1	KPI 2
Non-managerial level	Total number of employees completing safety training	Total number of employees sustaining Parental Mucous membrane exposures
Manager level	Total number of completed competencies	Total number of employees licensed through Regulatory Bodies
Director level	Total number of department/service specific goal completion	Participation in strategic planning and committee membership

Diversity, Inclusion, and Saudization

Gender Equality

At Fakeeh care, we believe in employing the most skilled employee, irrespective of gender, religion, race or orientation. In 2021, our female staff outnumbered that of our male staff, at around 54% of total employees. We seek to promote equal opportunities for women in the workplace and run some initiatives to support the female workforce in line with the Saudi 2030 vision and NTP 2020. One of the initiatives is establishing the Nursery "Watch Me Grow" to accommodate the infants of the female workers in fakeeh care with a competitive price. Another initiative is empowering the females in leadership position by enrolling them in a high level program sponsored by the Ministry of Human Resources and Social Development "Women in Leadership Program for 2030 Vision".

Our support of women includes strong female representation at high levels within the organization. AS In 2021, two females are holding positions of board members and another two females holding the positions of Vice President of Human Capital Management and Vice President of Quality and Compliance. Additionally, 16 out of 44 (36%) director Positions are held by female members of staff. A full breakdown of staff by gender is as follows:

EMPLOYMENT TYPE BY GENDER	2020 GENDER		2021 GENDER	
	MALE	FEMALE	MALE	FEMALE
FULL TIME	1229	1553	1408	1831
PART TIME	127	46	138	76
LOCUM	77	21	79	32
F. LOCUM	4	0	2	0
EXTERNAL DOCTORS	132	28	137	32
OUTSOURCE	24	116	23	123
OFFSHORE	58	29	50	23
SPECIAL ASSIGNMENT	3	3	10	4
TOTAL	1654	1796	1847	2121

Saudization

The current Saudization level is 36% which is 6% above the governmental requirements.

A lot of efforts and initiatives were put in order to reach and maintain this level. Some examples are given below:

- The Committee shall be comprised of not less than three non-executive members of the Board.

- Set a Saudization target for each business unit to be considered in the manpower and hiring plan.

- A close follow up with the business units who have low Saudization rate.

- All jobs that required fresh graduates are restricted for Saudis only. This is in addition to the jobs restricted for Saudis by the government.

- Several agreements were conducted with some universities and educational institutes to source new Saudi graduates.

- An agreement made with Ministry of Human Resources and Social Development through "Tawteen" initiative in order to have additional source for Saudi candidates.

- Competitive salary and benefits are considered comparing to the Saudi healthcare market. Additional benefits are given to the Saudi nurses in a form of "Retention allowances" to reduce the turnover rate.

- Saudi Target is one the key indicators for Human Capital Management (HCM) that is monitored on weekly base.

- Encourage the hiring of Saudi candidates with disabilities (PWD) as they are calculated as four instead of one.

Sustainability Goals

PERFORMANCE	2019	2020	2021
INCREASE NUMBER OF SAUDIS (NATIONALS)EMPLOYED	%26.29	%32.01	%32.51

Saudi Nationals Levels

MEASURE	NON-MANAGER	MANAGER	DIRECTOR
SAUDI NATIONALS	864	27	27

Incidents of Discrimination and Corrective Actions

INCIDENTS: *PLEASE LIST 3 COMMON INCIDENTS OF DISCRIMINATION REGISTERED*	CORRECTIVE ACTIONS: *PLEASE LIST 3 CORRECTIVE ACTIONS TAKEN FOR THE LISTED DISCRIMINATION INCIDENTS *
0	NA
0	NA
0	NA

Recruitment, Benefits, and Talent attraction

Talent Attraction and Benefits

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 up the next generation of medical professionals.

We use many different methods to find high quality medical and non-medical staff, such as:

- Our Talent Acquisition platform (Taleo Application)
- Recommendation and personal referral
- Agreements with online and multinational recruitment agencies.
- Recruitment trips to single or multiple destinations, if and when the need arises.
- At a local level, we also seek to onboard graduates through the Fakeeh College for Medical Sciences.

Recruitment

We appoint the highest quality staff available to meet our operational needs, and our recruitment policies have been developed to ensure a solid process is in place for selection and appointment of the best candidates. All recruitment is coordinated through our Human Capital Management (HCM) department, in order to standardize our approach.

For the recruitment of Physicians, once a group of physicians has been selected, a specially formed "Recruitment, Privileging Appointment Committee" takes the final decision over who to recruit. This committee meets on a monthly basis to make these decisions.

For other positions, the normal; hiring process will be followed.

Over time, our strategic goal is to fully automate the recruitment cycle: from candidates submitting their CV, right through to staff arrival on site, to retain staff and invest in a talent management approach that enhances our evaluation process, coordinates on-the-job training, provides continuous learning, ensures action plans are developed to address staff needs and weaknesses, and identifies staff with potential for progression. This g oal is fulfilled through our fully automated Recruitment platform (Taleo). Oracle Taleo is the most robust standalone talent acquisition suite for finding and hiring the best candidates. The application leverages a complete set of tools for sourcing, recruiting, and onboarding.

Some of the key benefits of Taleo:

- Our Talent Acquisition platform (Taleo Application)
- Deliver appealing and easy-to-use experiences
  Increase applications, improve efficiency, and hire faster with better user experiences for candidates, recruiters, and hiring managers.
- Make data-driven decisions

Analyze and track sourcing channels, assessments, and candidate communications to improve recruiting efforts.

Staff Retention Plan and Rates

Staff Retention Plan

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.

ANNUAL NET EMPLOYEE TURNOVER PERCENTAGE				
	2018	2019	2020	2021
NUMBER OF JOINERS	11.61%	12.80%	8.13%	709
NUMBER OF LEAVERS	27.90%	18.62%	20.51%	480
TURNOVER RATE	27.90%	18.62%	20.51%	16.72%

To reduce employee turnover and improve employee retention Fakeeh care implements 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

Retirement Plan

The retirement age for the staff in Fakeeh care is 60 years old as per the Hijri calendar.

HCM usually prepare the list of staff eligible for retirement on annual base and prior to the Manpower planning exercise. Both staff and business unit will be notified in the beginning of the year for proper planning.

The retired staff shall receive the full indemnity as per the internal regulations.

Remuneration

FAKEEH CARE's bylaws and/or articles of association shall specify the manner of remunerating directors. Such remuneration may consist of a specified salary, or of an attendance fee for the meetings, or of material benefits, or of a certain percentage of the profits, or of a combination of two or more of these benefits. If, however, such remuneration represents a certain percentage of FAKEEH CARE's profits, it must not exceed 10% of the net profits after deduction of expenses, depreciations, and such reserves as are determined by the general meeting pursuant to the provisions of the Companies Act regulations or of FAKEEH CARE's bylaws/articles of association, and after distribution of a dividend of not less than 5% of FAKEEH CARE's capital to shareholders. Whereby the director is not based in Jeddah, reimbursement of ticket and accommodation shall be provided. The Board of Directors' report to the regular general meeting must include a comprehensive statement of all the amounts received by Directors during the financial year in the way of emoluments, share in the profits, attendance fees, expenses, and other benefits, as well as of all the amounts received by the Directors in their capacity as officers or executives of FAKEEH CARE, or in consideration of technical, administration or advisory services.

Director Remuneration

The level and composition of remuneration for non-executive Board Member and executive officers should be sufficient and reasonable to attract and maintain talented individuals to fulfil those roles. A clear relationship between FAKEEH CARE's performance and executive remuneration also needs to be demonstrated. A remuneration policy should be designed in such a way that it provides an adequate incentive to motivate Board Member and management to pursue the long-term growth and success of FAKEEH CARE, within an appropriate control framework. To mitigate reputational and governance risk, it is important that FAKEEH CARE's remuneration policy be understood by all FAKEEH CARE's stakeholders and reflected in the articles of association.

It is also important for FAKEEH CARE to clearly distinguish the structure of nonexecutive Board Members' remuneration from that of executives. FAKEEH CARE's bylaws and/or articles of association shall specify the manner of remunerating Board Member. Such remuneration may consist of a specified salary, or of an attendance fee for the meetings, or of material benefits, or of a certain percentage of the profits, or of a combination of two or more of these benefits. If, however, such remuneration represents a certain percentage of FAKEEH CARE's profits, it must not exceed 10% of the net profits after deduction of expenses, depreciations, and such reserves as are

determined by the general meeting pursuant to the provisions of the Companies Act regulations or of FAKEEH CARE's bylaws/articles of association, and after distribution of a dividend of not less than 5% of FAKEEH CARE's capital to shareholders. Corporate Governance Framework As Reapproved by DSFH Co. (Fakeeh care) Board Board resolution # 2.5 BOD # 3 - 2022 July 27, 2022 42 The Board of Directors' report to the regular general meeting must include a comprehensive statement of all the amounts received by Board Member during the financial year in the way of emoluments, share in the profits, attendance fees, expenses, and other benefits, as well as of all the amounts received by the Board Member in their capacity as officers or executives of FAKEEH CARE, or in consideration of technical, administration or advisory services.

Executive Board Member' Remuneration

Executive remuneration packages should involve a balance between fixed and incentive pay. Fixed remuneration reflects the level of responsibility undertaken by the individual and the labor market conditions relative to the scale of the business. Performance-based remuneration, by way of short term and long term incentive plans, can be an effective tool in promoting the interests of FAKEEH CARE and stakeholders, when designed to provide rewards for materially improved Company performance. Short term incentive plans commonly comprise cash based incentives delivered on an annual basis. Performance is usually assessed against a "scorecard" of financial and non-financial measures at an individual and Company level. Long term incentive plans commonly comprise cash or equity based incentives delivered over a three to five-year timeframe. Performance is generally assessed at FAKEEH CARE level against an appropriate peer group of companies, using relative (rather than absolute) measures. Termination payments should be agreed in advance, including detailed provisions in case of early termination, with a clear articulation of performance expectations. Employment contracts should clearly define the individual's role, and the terms under which the role is accepted, to avoid ambiguity or conflict upon cessation of employment.

Non-Executive Board Member Remuneration

Non-executive Board Member are normally remunerated by way of fees. It is considered best practice that non-executive Board Member do not receive options or bonus payments, participate in schemes designed for the remuneration of executives or be provided with retirement benefits other than statutory superannuation as this could be perceived to impact on their independent status.

Remuneration Determination

Effective governance starts with a Board of Directors that is independent, engaged, committed, and effective. This framework furnishes FAKEEH CARE (hereinafter referred to as "DSFH Co." or "FAKEEH CARE") Board of Directors with the foundations to establish, maintain, and monitor standards and policies for ethics, business practices, and compliance that span FAKEEH CARE. Because 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.

For determining the remuneration and oversees the process and implementation, we have an independent Nomination and Remuneration Committee.

The purpose of the Nomination and Remuneration Committee (the "Committee") of the board of Directors (the "Board") of FAKEEH CARE ("FAKEEH CARE" or the "Company") is to assist the Board of Directors in fulfilling its oversight responsibilities with respect to:

- Identifying individuals qualified to become Board members and recommending to the Board the director nominees for the next annual meeting of shareholders.

- Recommending to the Board of Directors nominees for each committee of the Board.

- Oversight of all matters relating to Board Member and executive officer compensation.

- Preparing and publishing an annual Committee report on Board Member and executive remuneration and such other reports to the extent required under any applicable securities laws and stock exchange regulations.

Annual Total Compensation

- Identifying individuals qualified to become Board members and recommending to the Board the director nominees for the next annual meeting of shareholders.

- Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees = 79%

- The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual); is **Average increments = 3%**

Employee safety Occupational health & safety management system

All work related concerns and incident are reported through our Occurrence Variances Reporting system. The prevention and mitigation of occupational health and safety impacts directly linked by business relationships are identified and monitored closely by our risk management plan.

Occupational health Services

Health and safety risks are assessed in Fakeeh care are based on employee's scope of work on yearly basis and re-orientated during re-contracting as a mandatory requirement. 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 (Needles Stick Injuries); each health and safety topic receive a 100% attendance rate as a result of linking training to our automated re-contracting process through oracle, Such as:

- Staff Health Plan

- Staff Immunization and Screening for Infection

- Life and Disability Insurance

- Prevention Post Exposure Management and Follow up of staff exposed to open Tuberculosis

- Blood and Body Fluid Exposure or Needle Stick Injury Management

- Staff Safety During Home Visit in Fakeeh Home Health Care Services

This practice has been formulated for Fakeeh Home Health Care Services staff to ensure their safety during home visits, inclement weather and extremely hazardous conditions.

1. A copy of directions to each patient's home is kept in the FHHC office for easy reference in case of an emergency.
2. Each FHHC team will always carry their FHHC mobile phones to facilitate communication when indicated.
3. Any FHHC staffs carrying out a home visit has the right to leave the patient's home immediately if they feel threatened in any way

health and safety KPI's

	KPI 1	KPI 2
Non-managerial level	Total number of employees completing safety training	Total number of employees sustaining Parental Mucous membrane exposures
Manager level	Total number of completed competencies	Total number of employees licensed through Regulatory Bodies
Director level	Total number of department/service specific goal completion	Participation in strategic planning and committee membership

Work-Related Injuries

	WORKED-RELATED FATALITIES	HIGH-CONSEQUENCE WORK-RELATED INJURIES	RECORDABLE WORK-RELATED INJURIES;
#2020	0	10	80
#2021	1	10	94

Work-Related ill health

	FATALITIES AS A RESULT OF WORK-RELATED ILL HEALTH;	CASES OF RECORDABLE WORK-RELATED ILL HEALTH;
#2020	0	0
#2021	0	0

Human Rights

An official Human Rights Training Program has not yet been established. Although, here at Fakeeh Care our recruitment and processes are impartial and we do not discriminate against a candidate or employee on the grounds of race, color, religion, sex or disability. The organization has never been subjected to any human rights violations nor societal or environmental fines.

Employee Fund

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

Certificates Obtained or Re-Obtained

Mowaamah is a project owned by the Ministry of Labor and Social development of Saudi Arabia, which adopts the best standards and practices in creating work environments suitable for people with **disabilities**. Mowaamah's certificate is for those who wish to develop their work environments to be comprehensive and more supportive of people with **disabilities**. Although the certificate is optional, it guarantees, however, significant incentives for those who wish to obtain it such as the Saudization percentage.

Dr.Soliman Fakeeh Hospital managed to renew the certificate in November 2021 and the participation cover the year 2022.

HCM Successes

- Process and Procedures Guide (PPG) project established to include all the processes and procedures in HCM.

- Privilege Program (Mazaya Fakeeh) that provide variety of benefits and discounted rate to Fakeeh care staff. Privileges include but not limited to; discounts on food, entertainments, travel & hotels, fitness machines, services, education & training, spa, beauty, shopping...etc.

- Develop a dashboard (tracking tool) to monitor compliance to license renewal for all healthcare practitioner (see below)

- Develop and enhance fully automated Performance Management system.

- Automation of most of HCM services through Oracle and other platform that include the following:

  - Automation of Overtime and Time back solution.
  - Full automation of recruitment process on Taleo (the recruitment platform) to monitor progress and control cost.
  - Automation of Payroll.
  - Automation of the employment letter and leave management
  - Introducing **Fakeeh E-learning platform** to include all learning and development activities.

ENVIRONMENT

- Energy Conservation
- Water Stewardship
- Waste Management
- Climate Change and Solar Energy

2021 ESG REPORT

Energy Conservation

Energy Consumption

AREA	UNIT	2018	2019	2020	2021
DR. SOLIMAN FAKEEH HOSPITAL AND LEASED OFFICES	KW	29,769,970.42	27,039,180.95	28,862,512.38	28,422,450.0
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	Replace chillers/AHU with higher efficiency type	Replace chillers/AHU with higher efficiency type	Adjust the set point of rooms temperature to between 21 to 24 and sealed the internal opening located between two different temperatures set point areas and external openings
PROGRESS SEEN	10% power consumption reduction on lights panels	15% power consumption reduction on the power feeders where AC units had been replaced.	15 % power consumption reduction on HVAC MDB's

Water Stewardship

Water Withdrawal

At Dr. Soliman Fakeeh Hospital the water is withdrawn directly from the local municipal water supply for the entire use in the hospital.

	2021
WATER SOURCE	THIRD-PARTY WATER
MEGALITERS	1005638 CUBIC METER

External Material

For any external material that requires water treatment its done by filtering through sand filter and softener before being supplied to the network.

Waste Water Discharge

For the discharge of the wastewater for normal waste is directly to the municipal sewage network, and any discharge from the kitchen passes through grease trap before discharge to the network. Discharge from the laboratory is chemically treated and PH controlled before discharge to the municipal Network

	2021
WATER SOURCE	THIRD-PARTY WATER
MEGALITERS	1005638 CUBIC METER

Water Testing

Water is tested monthly for bacteriology and every six-months for chemical analysis, If any abnormal result occurs actions are taken accordingly.

Water Consumption

The water usage is at at different areas of operation, such as Laundry, kitchen, CSSD, and other facilities of the hospital. The majority of the water uses are at laundry and kitchen; and it is monitored by the end user and they are instructed on the importance of water management and the proper use in order not to waste.

Organization Water Consumption

TOPIC		2019	2020	2021
WATER CONSUMPTION		1586790	967666	1005638
		CUBIC METER		

Actions Taken to Reduce Water Consumption:

ACTION TAKEN	PROGRESS SEEN
INSTALL WATER AERATORS.	WE HAVE NOTICED WATER SAVING BY 28 PERCENTAGE AFTER INSTALLATION OF AERATOR FOR ALL THE FAUCETS.

Waste Reduction and Management

● Waste Reduction Targets

	2020		2021
TARGETS	REDUCTION OF PAPER AND INK CARTILAGE USAGE	REDUCTION OF NON-MEDICAL SUPPLY COSTS (STATIONARY) BY 60%	37 % IN INK AND PAPER COMPARING TO 2020
% OF BUSINESS THIS TARGET COVERS	85%		85%
COST SAVINGS	SAR 6,438,482.20		SAR 14,074,181

● Generated Waste

THE COMPACTOR WEIGHT WHEN LOADED IS	16 - 18 TONS
APPROXIMATE NORMAL WASTE PLASTIC DUMP INTO THE COMPACTOR PER DAY ARE	450 - 500 BAGS

OTHER DETAILS:

- COMPACTOR SIZE IS 7 METERS IN LENGTH AND 2 METERS WIDE
- COMPACTOR HAULED IN DAILY BASIS AT DAWN OF 2AM - 4AM
- THERE IS PROVIDED TRIP TICKET EVERY TIME THE COMPACTOR HAULED, WITH LOG TOME AND THE DRIVER SIGNATURE

- Reduction of Direct Material Costs:
3.9%

- Reduction of Inventory Value:
35%

- Ink Paper Saving:
5% comparing with 2020 (with total 3.4 M SAR for the past 3 years)

Waste Management Programs

Healthcare Waste Management Program

Fakeeh Care has adopted the Unified Guideline for Infectious Waste Management by Cooperation Council for the Arab States of the Gulf (GCC) with aim of establishing surveillance and control methods suitable for generating, segregating storing, treatment and safe disposal of all hazardous healthcare waste in all GCC states.

Management of hazardous healthcare waste (HHCW)

These programs aim at outlining the processes in managing healthcare waste in Fakeeh Care Entities: proper identification and/or classification; segregation and/or sorting; safe handling and appropriate disposal of all healthcare waste generated; whilst ensure safety of all healthcare workers, sanitation workers, environment, and the general public.

Infection waste

- Fakeeh care staff shall segregate infectious waste from other HHCW by discarding them in yellow bags marked with phrase "Infectious Waste" along with biohazard logo.

- With gloves on, housekeeping shall remove bags of infectious waste from patient care area when ¾ filled and whenever necessary.

- Housekeeping staff shall place collected infectious waste bags inside designated infectious waste bin situated in unit DUR. Waste bags shall be filled no more than ¾ of capacity.

- When the bin is ¾ filled, he/she shall then seal/lock the bags/containers fully and shall make sure that data-stickers attached are completed as per 4.4.3. Then label infectious waste.

- Once per day and when deemed necessary the housekeeping assigned shall remove all bags of infectious waste from local unit/department DUR and transfer them to BHR.

- Before transfer, the housekeeping assign shall recheck bags for completeness

Pharmaceutical waste

- For Managing, Accumulating, and Disposing of Pharmaceutical Waste, refer to PH-250

- Pharmacy staff assigned shall segregate all 'to discard' pharmaceutical products by placing them in yellow plastic bag with "Caution" logo and attached data sticker identifying pharmaceutical waste. Small quantities of non-hazardous liquid pharmaceutical products such as IV fluids and liquid vitamins shall be flushed into the sewer as per policy PH-725.

- Large amount of liquid pharmaceutical products should not be flushed into sewer; instead, they should be placed in leak-proof heavy duty containers with attached data sticker per 4.4.3 to label hazardous pharmaceutical waste. Then they shall be collected in yellow plastic bag bearing "Caution" logo.

- Hazardous solid medicines including expired drugs shall be collected in yellow plastic bags with "Caution" symbol, sealed and attached data sticker to label pharmaceutical waste. They shall be kept inside designated area in pharmacy.

- Once per month and when deemed necessary, the collected pharmaceutical waste shall be transferred to BHR for collection, transport and treatment by incineration by HHCW contractor.

- Pharmacy staff assigned must prepare a pharmaceutical waste manifest to state the volume and kind of pharmaceutical waste to dispose. The manifest shall be handed over to assigned BHR staff to be presented to HHCW carrier during collection and delivery of Fakeeh Care pharmaceutical waste to Treatment/Disposal Facility.

Other Training Programs provided on Hazardous Materials and Waste Management

Cytotoxic Waste and Spillage Management

Hazardous Chemical Waste and Spillage Management

Mercury Spill Clean-up Procedure

Healthcare Waste Management Program

Cleaning of Blood and Body Fluid Spill

Sharps and Sharps Containers Disposition

Key Financial Metrics

CAPEX	SAR	2,811,162
OPEX	SAR	51,000
System Lifetime		30 Years
Annual savings (average in first 5 years)	SAR	320,000
Total Savings (net)	SAR	11,574,00
IRR		13.4%
NPV (5% discount rate)	SAR	8,802,546
Payback Period		8 years

Levelized 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

Expected return on Investment

Climate Change and Solar Energy

As global awareness towards climate change increases leading industries to grow more aware of their GHG to natural GHG, we at Fakeeh.care 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 multistory car parking rooftop.

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.

RESPONSIBLE SUPPLY CHAIN

- Practices
- ESG Risk Assessment
- Supply Chain Management Protocols & Procedures
- Supply Chain Management Success

2021 ESG REPORT

Responsible Supply Chain Practices

At Fakeeh Care we recognize the significant impact of practicing and promoting a broad understanding of Supply Chain across all of our entities, i.e. promoting human rights, fair labor practices, environmental progress,anti-corruption policies, and anti-child labor practices among all our suppliers. In return, these practices encourage management to make decisions beyond procurment that affect our Supply Chain as a whole. As such:

Supporting Local Suppliers

% of Procurement spending (material, product, and service procurements) awarded to local companies

TOPIC	2018	2019	2020	2021
PROCUREMENT SPENDING	90%	90%	90%	90%
	10% CONSULTANTS AND OFFSHORING			

Audits are conducted regularly and in line with sustainability targets and include all relevant standards relating to social responsibility, quality and risk, people development and audited and inspected against supporting local companies, adhering to local and international standards regulations, employee equity, anti-child labor, etc.

ASSESSING SUPPLIERS

A (Tamer)   B (cigalah)   C (Sitco)
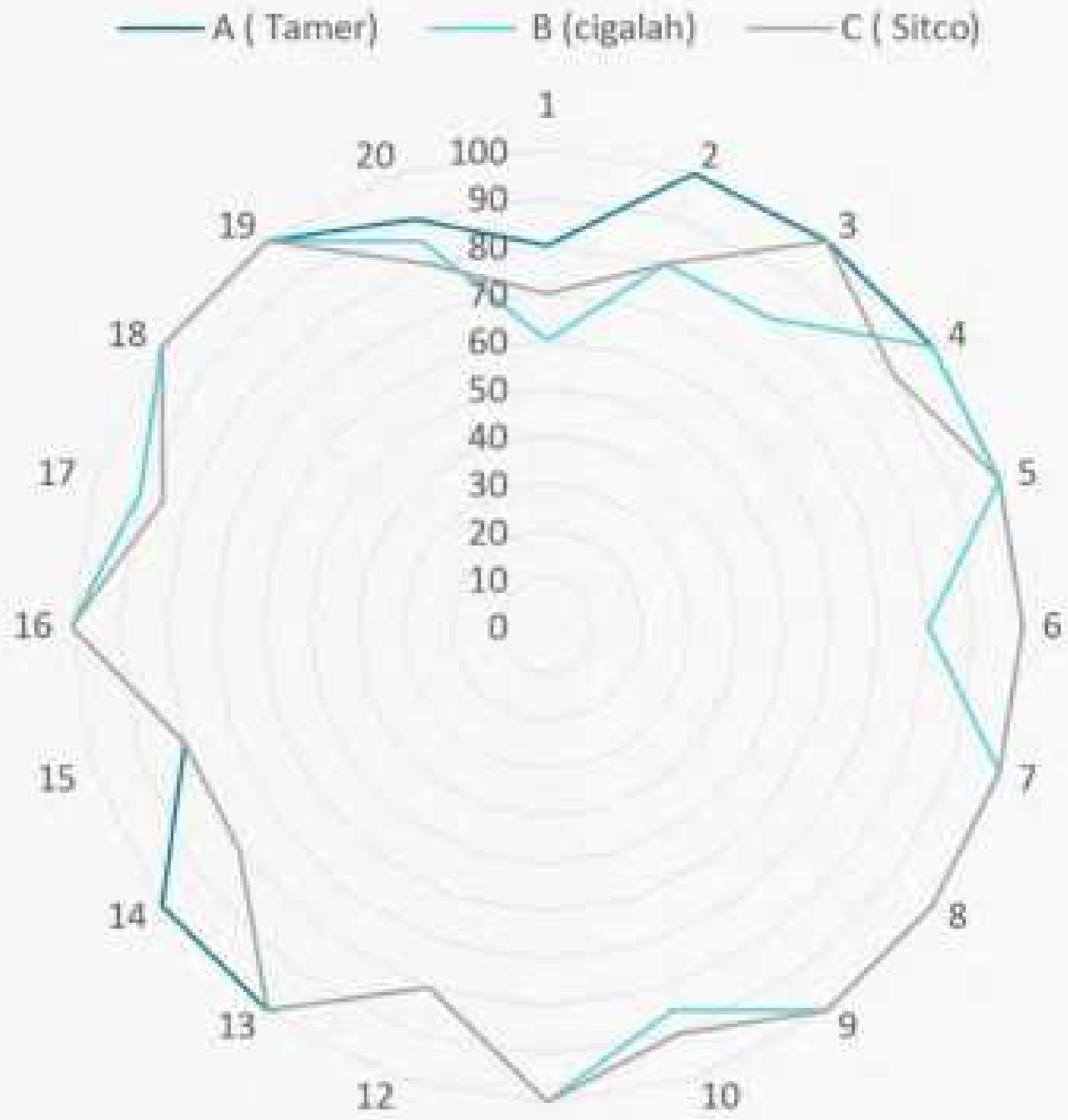
SUPPLIER AUDIT

ESG Risk Assessment

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

Issues	Variables	Mitigation
Geographical reach of supply chain	National – locations differ Main warehouse vs. sub stores	Min and maximum stock assigned Standardized turnaround times and delivery times Back up availability
ESG specific issues	Human rights, labor practice, natural resource, waste and pollution, fair operating practices	Supplier audits, supplier satisfaction, Employee and Labor policies, regulatory policies, waste management, environmental policies, code of conduct, ethical practices
Nature of supply chain	Not fully automated yet, fragmented in view of contracted services, occasional supplier out of stock, not fully integrated.	Continuous monitoring for out of stock, slow moving items, improvement relations with suppliers such VMI (Vendor Management Inventory), implementing bar code management systems, and improve communications with all stakeholders
Size of company	Large (biggest in western region- private) catering for around SAR 1,000,000.00 per day cost of material Multiple locations (seven) - Reporting / approval matrix	Binding contract with supplier to ensure continuity flow of supply Build up minimum safety stock at sub-stores to ensure availability and avoid disruption Ensure Purchase orders generating on-time to avoid any delay
Critical nature of the products and services being provided	Clinical and non-clinical, life threatening, medical devices, implants, emergency treatment and options	Enhance system visibility to capture data on time to avoid shortage Enhance relations with suppliers to information flow to have goods on-time
Leader role in community	Fakeeh care leading innovation, corporate social responsibility, and patient experience. Mild restrictions due to Covid-19	Contracting best in class suppliers to have best brands and technology that will increase accuracy, reduce healing time, and ensure continuity of supply during pandemic
Contract agreement active periods	Too long (potential for lack of innovation), too short (not meeting deliverables in view of ineffective assessment	Medium terms contract that will ensure having good deal on goods and having the options to be renewed (in order to revised/amended) not to lose chance to new technologies
Audits	Internal Yes External Yes	Internal to ensure adherence to code of conducts, policies, efficiency, and governance regulations and rules External to ensure meeting local and international regulations/practices and governance
money spending thresholds in procurement of goods and services	High /medium / Low	KPI's – Procurement and Inventory Committee – currently

Supplier Satisfaction

Fakeeh care conducts a yearly supplier satisfaction survey to 25% of its suppliers

Supplier Satisfaction Score:

YEAR	2020	2021
OVERALL SCORE	86 %	89 %

Average Score: 89%

Examples of what we measure

- You understand the terms and conditions and related purchasing policies of Fakeeh Care and was familiarized with the same.

- You receive, timely, communication on changes and recommendation and on a regular basis.

- You receive your orders with clear item description, unit of measurement, delivery time and correct price.

- You are informed properly about the rejections and defects, if any and provided with justification if so required.

- You know whom to talk to in Fakeeh Care, in case of issues or concerns.

- You receive orders with agreed lead times to supply and as per the agreement.

- You find the personnel at Fakeeh Care responding to queries within agreed timelines and as per the need.

- You receive your payment within or by the end of the credit period as stipulated in the contract agreement.

- In case of delay in payment, Fakeeh Care communicates the same on time and ensures the next time frame is shared with you.

- Fakeeh Care actively pursues issues raised with them and tries to resolve those issues with input from you.

- Senior Management from Fakeeh Care actively participates in Supplier Forums.

- System and Process Audits, done at your end by the Fakeeh Care are fair and easy to understand and results are communicated to you.

- Your queries on ratings, if any, are amply clarified by Fakeeh Care and supported by evidence of best practice standards.

- Are you satisfied about the Outcome of periodic meeting with Fakeeh Care staff.

- How satisfied are you about the automation of procurement process(Ex; receiving purchase orders through portal, online payment notification).

- Do you agree that there is a platform for learning and improvement during your dealings with Fakeeh Care.

- Do you feel your suggestions and input are considered during relationship.

- Have you been given an opportunity to share your feedback and satisfaction with Fakeeh Care.

- Does Fakeeh Care consider innovation and progress during their selection process.

- Do you consider the relationship fair, just and within ethical standards.

- Complete all questions (5 Excellent – 1 Poor) and submit to Director Supply Chain, DSFH.

20 questions, maximum score 100

Supply Chain Management Protocols & Procedures

Supply Chain policies, procedures and standards are be applicable to all items, supplies, devices considered as part of supply chain and will include:

- Medical Supplies
- Medical Devices (implantable and non-implantable
- Medication and those items classified as medication as per JCIA including nutritional products, blood
- products, intravenous fluids, herbal medicines
- All processes from origination to delivery
- Personal Protective Equipment (PPE)
- Stationary supplies
- Uniforms

Vendor selection is a process not managed by one person but by an oversight committee with no conflict of interest:

- Standardized, internationally approved selection criteria shall be used
- Local vendor and suppliers shall be given preferences (in line with our CSR and sustainability efforts)
- All vendors shall be requested to complete a proposal which shall be reviewed by two step team
- Only licensed and registered vendors and suppliers shall be use

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SCM Success

TOPIC	PERCENTAGE	2021 SAVING (SAR)
PURCHASING COST REDUCTION	4%	14,074,181
GENERAL ITEMS (INK, STATIONARY) USAGE REDUCTION	5%	294,349.50
MEDICAL SUPPLY INVENTORY REDUCTION	35%	6,130,959
NON-MEDICAL ITEMS INVENTORY REDUCTION	24%	359,543
BARCODING PROJECT	FULL IMPLEMENTATION FOR THE WHOLE PROCESS FROM RECEIVING TILL DISPENSING	

COMMUNITY

- Sustainability & Corporate Social Responsibility (CSR)
- Our Commitments
- Community Investment
- Charitable and Social Partners
- Academic Training
- Additional support
- Research and Publications
- Medical Assistance Program

2021 ESG REPORT

Sustainability & Corporate Social Responsibility (CSR)

Dr. Soliman Fakeeh Hospital Company follows a Customer-Driven approach to its community involvement and aims to increase the involvement of stakeholders from within the business and the wider community.

Our business believes in the wellbeing of its employees, patients, environment and the community; and so our initiatives serves that just that.

Our Commitments

Commitment to Customers/Patients

- Putting our patients and the rights of their families first
- Providing patient and family education
- Implementing the highest quality and safety standards
- Continuously striving to provide our patients and their families with an ultimate and memorable experience

Commitment to Staff

- First private hospital to give a two day weekend
- First private hospital to provide all staff with comprehensive health insurance
- First private hospital to provide all staff with life insurance

Commitment to the Environment

- Reduction of carbon emissions in all our facilities
- Smart management of water usage
- Smart management of electricity usage

Commitment to the Community

- Fakeeh Care fitness parks in 9 municipal locations
- Khadija Attar center for Special Children with Special Needs – a Non profit Organization
- Collaborating with the Ministry of Education to support schools with clinical services

As an acknowledgement of our CSR Practices, Fakeeh Care was continuously obtains the King Khalid Award core area awards and demonstrates incremental and substantial improvement year after year.

Dr. Soliman Fakeeh Hospital was the first hospital in the Kingdom to issue a CSR report in 2009 and verified by GRI institute of which is issued year after year.

Community Investment

Fakeeh Care community investment can be summarized as our giving and providing access to specialized healthcare, and basic healthcare to those normally not able to either afford or located in areas in which this is not available. Youth and education programs are provided to ensure empowering the decision makers of the future by offering educational programs, graduate and post-graduate programs for local community, and participate in governmental projects in support of health, happiness and safety through the establishing of parks and recreation. The scope includes all populations within KSA and UAE, male and female young and old, various between medical charity assistance funds, facility provisions, educational, collaborations and support. Target is overall health, and wellbeing for all community and are guided through our corporate social responsibility platform but also our strategic mission and vision.

Charitable and Social Partners

- Saned Association for Children with Cancer
- Randa Charity Foundation
- Qaderoon Business Disability Network
- Al-Muhaidib Social Foundation
- MADAC International Academy
- Prince Fahad bin Salman Charity for Renal Failure Patients Care (Kellana)
- Saudi Charity Organization for Liver Patients (Kabdak)
- Mohammed Saeed Fakhri Company
- Abdullah Hashim Company
- Al - Eman Association for Cancer Patients
- Nafea association
- Sons of Saleh Omar Baryan Company
- Ismail Ali Aboudawood Company
- Abdul Latif Jameel Company
- Zmzm Association (only consultation)
- Heart Friends Association
- Office of Prince Mamdouh bin Abdulaziz
- Omar Qassem Al - Isaiy Company
- Hassan Abbas Sharbatly Foundation

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	128.964HR
TOTAL SPENDING ON EMPLOYEE TRAINING AND DEVELOPMENT	SAR 819,935	SAR 593,627	SAR 853.260
% OF EMPLOYEES THAT PARTICIPATE IN TRAINING	100	100	98

Academic Training Affairs produces a comprehensive annual academic and training calendar based on a needs analysis undertaken by every department leader. Through it, a range of academic training programs and coordinated training are provided, such as english and arabic language classes, Customer Services, Computer Skills, and any other training programs highlighted during the needs analysis process.

TRAINING SUBJECT	2019	2020	2021
TOTAL # OF TRAINING COURSES FOR STAFF	81	40	33
TOTAL # OF TRAINING COURSES FOR PATIENTS	10	12	16
TOTAL # OF TRAINED STAFF	1,032	1,475	3,908
ADMINISTRATION STAFF	623	566	502
NURSING STAFF	409	233	1,520
TOTAL # OF TRAINED PATIENTS	20,832	18,997	18,613
TOTAL # OF TRAINED MEDICAL AND CLINICAL STAFF	12,349	7,261	134,634
TOTAL COST FOR ATA TRAINING COURSES	230,987 SAR	57,353	700,000
TOTAL # OF CME ACTIVITIES	131	192	392
NUMBER OF PERSONS ATTENDED COMMUNITY ACTIVITIES (LECTURES AND CAMPAIGNS)	3,220	2,038	2,260
CAMPAIGN AND COMMUNITY LECTURES	10	12	16
TOTAL COST FOR PTC ACTIVITIES TO IMPROVE THE AWARENESS OF THE COMMUNITY	243,109 SAR	35,650	411,000

Additional support

Our staff receive full training whenever we introduce new and innovative systems to the hospital – such as new medical interventions, new medical equipment, IT technologies. These diverse training opportunities are intended to help staff enhance their knowledge and expand their learning prospects.

We also encourage advancement among staff across all different departments, so physicians are entitled to Scientific Leave and non-physicians are entitled to Business Leave, for the purpose of acquiring addi tional skills and specialized training.

Research and Publications

Fakeeh Care is a robust research platform governed by the Institutional Review Board Committee, whereby all research studies are scrutinized by the Committee so to meet the Ethical Standards of Best Practice. Fakeeh Care rewards any successful publication of research in peer reviewed international medical journals or publications in which we have a regular presence

YEAR	RESEARCH PUBLICATION
2016 - 2017	12
2017 - 2018	23
2018 - 2019	76
2019 - 2020	122
TOTAL	233

Medical Assistance Program

As part of Fakeeh Care's continuous effort to support their patients including those of low socioeconomic status, we have established a Medical Assistance Program with an inclusion and exclusion criteria ensure assistance of those in most need of critical/ life-threating medical support.

INNOVATION

- Fakeeh Technology
- Vision and Strategy of Health IT
- Mobile Application and Telemedicine/Teleconsultation
- Patient Portal

2021 ESG REPORT

Fakeeh Technology

Fakeeh Technology is a provider of integrated IT solutions to the healthcare industry and has accomplished to develop world-class software products specializing in Healthcare. Fakeeh Technology is a subsidiary of Fakeeh Care, Jeddah with support offices in India & UAE. Fakeeh Technology is established to cater for IT software solutions to hospitals and clinics. Fakeeh Technology is a reliable solution partner of major medical centers around the Kingdom. Running medical centers and fast paced hospitals need special care for database management and effective clinical solutions.

Vision and Strategy of Health IT

Health IT Vision is to design, build and maintain a robust and secure infrastructure, provide secure and seamless access, anytime anywhere, to information systems, align and support corporate strategy and objectives, deliver quality and cost-effective services in-time, by utilizing all IT assets and resources as well as technological know how and latest technologies and trends. Health IT strategy will be focused in three major elements: supporting daily operations and service excellence, improving patient's experience and developing for the future as per Corporate Vision. We will deliver a comprehensive strategy plan that will provide a roadmap of how using IT can create organization value. The Strategy Plan will include (but not limited to):

- How IT Strategy is or will be aligned with Corporate Vision and Objective

- Processes, Technologies and Infrastructure needed

- Best practices from IT perspective to support defined processes and workflows.

- Department's functions and services

- Detailed list of Initiatives, Projects, Sub projects, timelines, deliverables and prioritization

- Comprehensive list of IT assets and resources

- IT Governance including metrics and KPIs

- Projected Budget(s) for the next 3 years

- Assumptions, Limitations and Requirements

Mobile Application and Telemedicine/Teleconsultation

Our mobile application was created in order to optimize care delivery and access to our patients, enhance internal hospital processes, increase patient satisfaction and improve outcome. We offer patients the flexibility and ability to check available appointment slots at any given hospital or clinic at any time. In addition, they are also able review their medical history and manage services. The application also supports audio and video telecommunication for both patient and physician.

Patient Portal

Fakeeh care application brings together the patients and the hospital by giving patient access to their health record, reducing medical records cost, drive revenue and improve practice efficiency. Options like quick booking by national ID and guest booking for non-registered patients makes doctors more accessible. Patient can have access to their Lab results, Radiology results, medical reports, Sick leaves, Discharge summaries, Allergies recorded, Problems diagnosed etc.

REPORTING

2021 ESG REPORT

about this Report

This report contains information and data covering Fakeeh Care' operational period for 2021, 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 2020 GRI reports, with modifications to ensure that the information now represents data for the year 2021.

Significant changes in reporting were made due to expansions, operational transformation, and new services in comparison to the previous 2020 report, as in our current 2021 report our focus and reference is to the Strategic Plan 2022 - 2028, 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

GRI Content Index

"For the Content Index – Essentials 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			
GRI 102 General Disclosures 2016	102-1 Name of the organization	06	
	102-2 Activities, brands, products, and services	06, 08 – 18	
	102-3 Location of headquarters	06 - 18	
	102-4 Location of operations	06, 08 - 18	
	102-5 Ownership and legal form	06	
	102-6 Markets served	06, 08 - 18	
	102-7 Scale of the organization	45 - 48	
	102-8 Information on employees and other workers	48	
	102-9 Supply chain	76 - 83	
	102-10 Significant changes to the organization and its supply chain	06	
	102-12 External initiatives	64	
	102-13 Membership of associations	87, 37, 63	
Strategy			
GRI 102 General Disclosures 2016	102-14 Statement from senior decision-maker	07	
	102-15 Key impacts, risks, and opportunities	78	

Ethics and Integrity		
GRI 102 General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	21	
	102-17 Mechanisms for advice and concerns about ethics	35	
Governance			
	102-18 Governance structure	25	
	102-19 Delegating authority	30	
	102-20 Executive-level responsibility for economic, environmental, and social topics	24	
	102-21 Consulting stakeholders on economic, environmental, and social topics	38	
	102-22 Composition of the highest governance body and its committees	30	
	102-23 Chair of the highest governance body	30	
	102-24 Nominating and selecting the highest governance body	39	
	102-25 Conflicts of interest	33	
	102-26 Role of highest governance body in setting purpose, values, and strategy	29	
	102-27 Collective knowledge of highest governance body	24	
GRI 102 General Disclosures 2016	102-28 Evaluating the highest governance body's performance	60	
	102-29 Identifying and managing economic, environmental, and social impacts	27	
	102-30 Effectiveness of risk management processes	27	
	102-31 Review of economic, environmental, and social topics	29	
	102-32 Highest governance body's role in sustainability reporting	26	
	102-33 Communicating critical concerns	35	
	102-34 Nature and total number of critical concerns	78	
	102-35 Remuneration policies	28	
	102-36 Process for determining remuneration	59	
	102-37 Stakeholders' involvement in remuneration	58	
	102-38 Annual total compensation ratio	60	
	102-39 Percentage increase in annual total compensation ratio	60	
Stakeholder Engagement			
GRI 102 General Disclosures 2016	102-40 List of stakeholder groups	38 - 39	
	102-41 Collective bargaining agreements		
	102-42 Identifying and selecting stakeholders	38 - 39	

	102-43 Approach to stakeholder engagement	38 - 39	
	102-44 Key topics and concerns raised	78	

Reporting			
	102-45 Entities included in the consolidated financial statements	93	
	102-46 Defining report content and topic Boundaries	93	
	102-47 List of material topics	93	
	102-48 Restatements of information	93	
	102-49 Changes in reporting	93	
GRI 102 General Disclosures 2016	102-50 Reporting period	93	
	102-51 Date of most recent report	93	
	102-52 Reporting cycle	93	
	102-53 Contact point for questions regarding the report	93	
	102-54 Claims of reporting in accordance with the GRI Standards	93	
	102-55 GRI content index		
	102-56 External assurance		

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	04	
	103-2 The management approach and its component	04	
	103-3 Evaluation of the management approach	04	

Human Rights Assessment			
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	34, 63	
GRI 412: Human Rights Assessment 2016	412 -1 Operations that have been subject to human rights reviews or impact assessments	34, 63	
	412-2 Non-compliance with laws and regulations in the social and economic area	34, 63	
	412-1 Employee training on human rights policies or procedures	34, 63	

Economic Performance			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	41	
	201-2 Financial implications and other risks and opportunities due to climate change	74	
	201-3 Defined benefit plan obligations and other retirement plans	56	
	201-4 Financial assistance received from government	41	
Anti-Corruption			
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	31	
	205-2 Communication and training about anti-corruption policies and procedures	31	
	205-3 Confirmed incidents of corruption and actions taken	NA	
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	60	
	403-2 Hazard identification, risk assessment, and incident investigation	60 - 61	
	403-3 Occupational health services	60 - 61	
	403-4 Worker participation, consultation, and communication on occupational health and safety	60	
	403-5 Worker training on occupational health and safety	60	
	403-6 Promotion of worker health	60	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60 - 61	
	403-8 Workers covered by an occupational health and safety management system	60	
	403-9 Work-related injuries	62	
	403-10 Work-related ill health	62	
Market Presence			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	NA	Provided equally
	202-2 Proportion of senior management hired from the	60	
Employment			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	56	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	54	
	401-3 Parental leave	0	Provided by law and to both parents at the corporate

Labor Management Relations			
GRI 402: Labor Management Relations 2016	402-1 Minimum notice periods regarding operational changes	0	As per requirement
Training and Education			
	404-1 Average hours of training per year per employee	88	
	404-2 Programs for upgrading employee skills and transition assistance programs	88 - 89	
GRI 404 Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	88 - 89	
Diversity and Equal Opportunity			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	26	
	405-2 Ratio of basic salary and remuneration of women to men	60	
Non-Discrimination			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	53	
Security Practices			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	63	
Rights of Indigenous Peoples			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	NA	No applicable to population
Local Communities			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	63	
Public Policy			
GRI 415 Public Policy 2016	415-1 Political contributions –Topic Specific-	NA	Not allowed by country law
Procurement Practices			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	76	
Materials			
GRI 301 Materials 2016	301-2 Recycled input materials used	71	
Energy			
	302-1 Consumption within the organization	67	
	302-2 Energy consumption outside of the organization	67	
GRI 302: Energy 2016	302-3 Energy intensity	67	

	302-4 Reduction of energy consumption	67	
	302-5 Reductions in energy requirements of products and services	67	
Water and Effluents			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	69	
	303-2 Management of water discharge-related impacts	69	
	303-3 Water discharge – Topic Specific-	68	
	303-4 Water discharge – Topic Specific-	68	
	303-5 Water consumption – Topic Specific-	69	
Waste			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	70 - 71	
	306-2 Management of significant waste-related impacts	71 – 72, 73	
	306-3 Waste generated	70 - 71	
	306-4 Waste diverted from disposal	70 - 71	
	306-5 Waste directed to disposal	70 - 71	
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	76	
	308-2 Negative environmental impacts in the supply chain and actions taken	78	
Freedom of Association and Collective Bargaining			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	45	
Child Labor			
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	77	
Supplier Social Assessment			
GRI 414 Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	77	
	414-2 Negative social impacts in the supply chain and actions taken	78	

This report has been prepared in accordance with the GRI Standards: Content Index – Essentials Service

مجموعة فقيه الطبية
Fakeeh Care Group