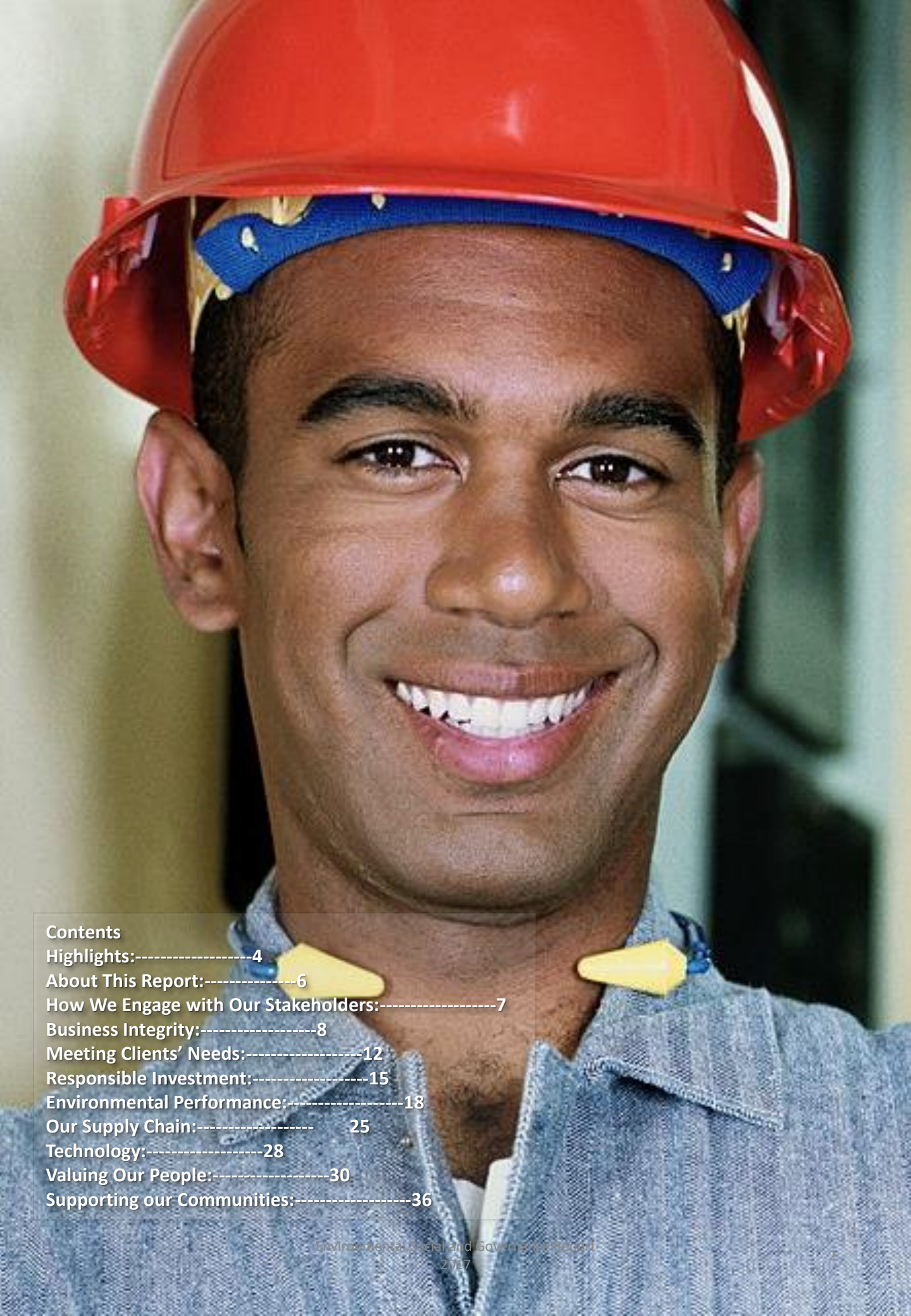




# Environmental, Social and Governance Report 2017



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## Forward

*We exist to help our clients remove the uncertainty from some of the biggest events in their lives. Through our products and services across the region, we provide clients with the freedom to face the future with greater confidence, and at the same time we channel their expenses into investments that boost the cycle of growth and strengthen communities.*

*We treat all our stakeholders with the same sense of responsibility that we apply to our clients. Our stakeholders include investors, employees, suppliers, governments and regulators, and we approach them all openly, transparently and with a strong sense of commitment.*

*This is our second annual report summarising our environmental, social and governance performance. This year we have added extra material in response due to our determination to be as clear and open about our activities as we can. We have also included a summary of some of the highlights, to give readers a snapshot of the depth and breadth of our performance, such as improvements in our CSR platforms to give clients better access to our activities, the broadening of our offering of ESG-related initiatives and the continuing development of our community programmes around the region. We stand committed the Ten Principles of the United Nations Global Compact.*

*Since our foundation in 2008, this business has succeeded by evolving, and we are continuing to evolve today. Our announcement in September 2017 that we will be merging 4 subsidiaries of BBIH is another step in that evolution, showing how we are prepared to change to meet the opportunities we face.*

*This report demonstrates how, across the many different areas in which we work, Advanced Integrated Services is a strong, sustainable business that has a positive impact. I hope you find it informative.*



Saleh Al Rajhi

AIS COO

## Highlights



**+5,000**  
Employees



**+150**  
Professionals



**10**  
Countries



**+40**  
Nationalities



**+213**  
Clients



**90,000**  
Meals / day



**110**  
Tons / day



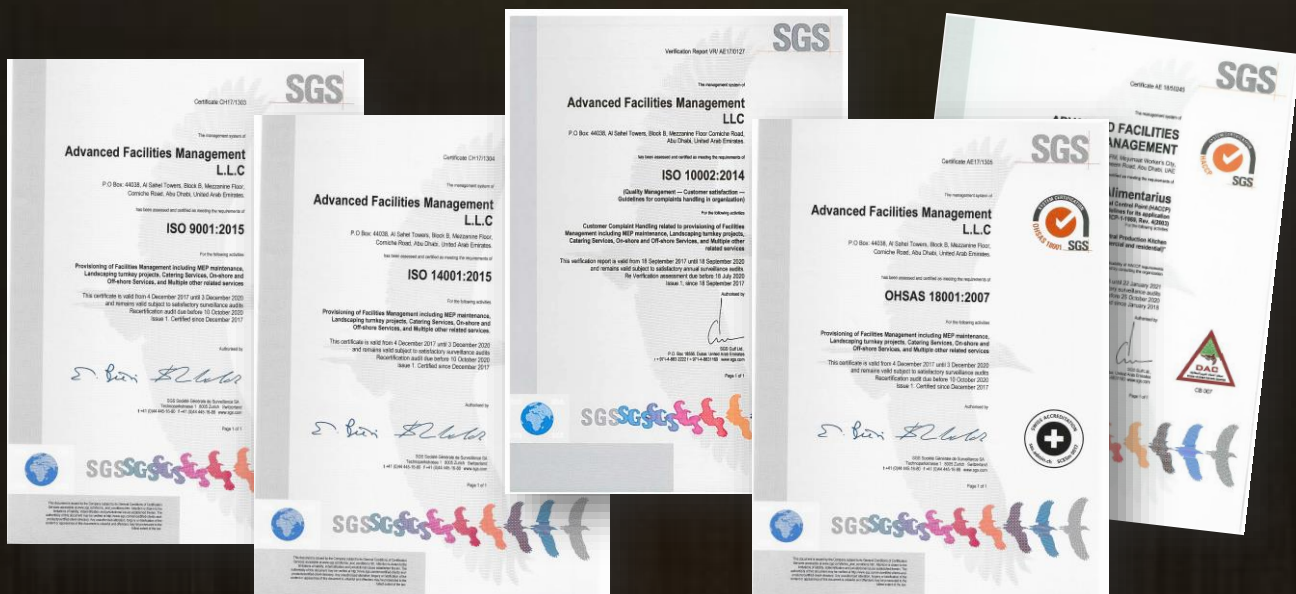
**150,000**  
End Users



**710**  
Sites/ day



**93%**  
Employee  
Retention



## Quality Certifications



## Highlights

Launching of five websites  
[www.advservices.ae](http://www.advservices.ae)  
[www.advfm.ae](http://www.advfm.ae)  
[www.adv catering.ae](http://www.adv catering.ae)  
[www.advlaundry.ae](http://www.advlaundry.ae)  
[www.advenvironmental.ae](http://www.advenvironmental.ae)



UN Global Compact  
 AFM has been actively participating with UNGC program since 2013

Its our 10<sup>th</sup> Anniversary



Award of ISO 10002:2014

Claiming to be among the first few facilities services awarded the standard certification of client Satisfaction and Complaint Handling



Launching of Hotline

We launched our internal whistleblower channel, that encourages employees to point any wrongdoing which may affect their wellbeing or operations activities



## About This Report

This report provides a summary of AIS's environmental, social and governance (ESG) performance.

The content of the report meets the ESG GRI.

This includes new requirements for 2017 to upgrade environmental key performance indicators from 'recommended' to 'comply or explain', which can be found in the Environment section on page 18. Much of the material contained in this report can also be found in our regular financial, corporate responsibility and other reporting. We have chosen to include all of this and other ESG material in this report to offer interested readers a single, easily accessible source for all such material.

This is the second annual ESG report we have produced. We have strengthened our reporting this year by streamlining the data collection and editorial process to ensure that we are gathering the right data and presenting it in the most accessible format.

We are committed to continuing to improve our ESG reporting every year.

### Scope of the report

The information in this report covers AIS's activities both at level and within our various operations around the region for the 2017 calendar year.



### Our approach to ESG

AIS's purpose is to help people de-risk their lives and deal with their biggest services concerns. We use our capabilities, footprint and scale to meet the long-term services and protection needs of clients in all our markets, creating value for both our clients and our shareholders.

Our relationships with our clients are long-term, so it is vital that our strategy and its execution ensure that we are a sustainable business. Our success in delivering for our clients and shareholders depends on effective engagement with all our stakeholders.

Managing a sustainable business means managing a wide range of ESG issues. Every one of these areas is integral to our performance and sustainability and we approach them accordingly.

### ESG governance and prioritisation

The ESG landscape is evolving rapidly and we position ourselves to adapt proactively in order to remain a sustainable business. Oversight of ESG is provided at CSR Executive Committee level by AIS Chief Operating Officer and Director of Development and Organizational Effectiveness. Organisation-wide ESG standards are established through the Governance Manual, which sets out the policies and procedures by which we operate.

### Annual Report and Accounts.

We strive to demonstrate the sustainability of our business as transparently as possible through our ESG reporting. The preparation of this report was overseen by the Audit Committee and the Board of AIS. The report is based on the findings of a cross-functional working Organisation, through which we undertook a Organisation-wide review to identify the ESG issues that are most material for AIS.

## How We Engage with Our Stakeholders

Engagement with our stakeholders is key in helping us to identify and manage our ESG issues and ensure the success of our business.

The feedback we receive from our stakeholders helps us to design and improve the processes and policies with which we govern ourselves.

At AIS we recognise that our stakeholders are key to our long-term success. We seek to proactively engage with them, to understand their views and to take these views into account when we make strategic decisions.

Our stakeholders range from private individual clients to investors, employees, charitable organisations and national regulators. As such, our channels of engagement vary depending on the stakeholder – some are formal and others more informal.

Most of our stakeholder engagement is conducted by our local businesses, although Head Office leads on engagement for others, such as with our investors. Below is a summary of our regional and local stakeholders, how we engage with them and the areas of interest for each in 2017.

*Advanced Integrated Services*

Stakeholder	How does AIS engage with these stakeholders?
clients	Periodic communications, face-to-face meetings, annual statements, surveys.
Investors	Half and full-year results, Annual Report, Annual General Meeting, investor briefings, ESG Report.
Employees (including contractors, potential recruits, agents )	Surveys, golden circle meetings, away days, team meetings, appraisals, WhatsApp Organisations, training programmes
Governments (including central banks, stock exchanges and global policy bodies)	Meetings, input to policy papers, sector-wide analysis, partnering, speaking at public and private events, data input
Regulators	Senior management meetings, discussions on key policy proposals, annual meeting, continuous working-level engagement.
Civil society	Meetings, data sharing, sector benchmarks.
Media	Media releases, meetings and calls, monitoring of media output.
Suppliers	Assessments, contract negotiations, review meetings.

# Business Integrity

Responsible and ethical behaviour is a business imperative and is integral to our operations across all our markets. We believe that the way in which we conduct ourselves on a daily basis is key to building trust, maintaining our reputation and positive relationships with our stakeholders and ultimately in achieving long-term business success



*"To give real service, you must add something which cannot be bought or measured with money, and that is Sincerity and Integrity."*

*Douglas Adams*





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We have embedded a framework throughout our operations to ensure that we are able to manage existing and emerging risks in the area of business integrity, including upholding the highest standards of professional conduct, maintaining our financial strength, conducting our tax practices responsibly and fighting financial crime.

## Standards of conduct

We have a governance framework built on our Code of Business Conduct and our Governance Manual, which set out our guiding principles and outline what we expect of each of our employees and what our clients and communities expect of us – the highest possible standards of professional and ethical conduct. This framework is reinforced by a range of policies across all our operations and boundaries, which are regularly reviewed and updated to help ensure we act in a responsible manner in everything we do.

## Financial strength

We contribute to financial stability and sustainability in all of the markets in which we operate. The disciplined execution of our strategy, underpinned by the cash generating nature of our business and our maintenance of appropriate capital, positions us well to be able to continue to deliver high-quality products and services to our clients and long-term profitable growth to our shareholders, adding strength and stability to the financial system.

We work in partnership with policymakers and regulators.

AIS has been designated as a regional prominent integrated service provider. This status reflects our size, market importance and regional interconnectedness as an service provider, in that our financial stability is considered important to our stakeholders and economy. As a result, we are subject to additional regulatory requirements, including enhanced Organisation-wide supervision, effective resolution planning and development of a Risk Management Plan, a Recovery Plan and a Liquidity Risk Management Plan. We are monitoring the development and potential impact of the policy measures and are continuing to engage with regulators on the implications of these measures.



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## Fighting financial crime

As we operate across a range of geographies and maintain business relationships with third parties, such as agents and intermediaries, who act on our behalf, financial crime is a key risk, with potentially significant consequences for our clients, our business and the economies in which we operate.

We are committed to participating in industry-wide efforts to fight financial crime and we maintain and implement our own anti-money laundering, anti-bribery and corruption and anti-fraud practices and procedures.

We have a clear Anti-Bribery and Corruption Policy that states our zero tolerance towards corruption and the payment or receipt of bribes for any purpose. It outlines how we define bribery and corruption and our position on political and charitable contributions, facilitation payments and gifts and hospitality. Our programme of mandatory training courses ensures that our employees are able to recognise, avoid and report any potential instances of bribery or corruption and we closely monitor completion rates. In addition, face-to-face training was provided to approximately 450 employees in various roles during the year.

As specified in our Anti-Bribery and Corruption Policy, we perform documented annual reviews with legal and regional compliance teams as well as annual risk assessments across all of our businesses, as we recognise that practices, customs and regulatory requirements vary greatly across our markets. During 2018, we will increase the scope of advanced training on anti-bribery and corruption risks and regulations to cover all senior executives and managers in higher-risk roles, particularly those that involve

dealing with and managing relationships with third parties.

We have Organisation-wide policies in place in relation to fraud.

These policies help to ensure that we comply fully with all relevant local regulatory and statutory requirements, effectively identify and understand the clients and third parties with which we do business, monitor client profile and report suspicious activities, undertake robust risk-based due diligence and provide our staff with appropriate training on the recognition, avoidance and reporting of any potential wrongdoing. Coverage of compliance with these requirements has been built into our Monitoring Plan for 2018.

The Audit Team continues to review the effectiveness of the programme and associated controls on an annual basis, including tracking KPIs such as the number and percentage of clients categorised as high-risk and the number of suspicious activity reports made to law enforcement agencies if any.



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Due to the sensitive nature of our contracts, they are not made publicly available. Our Security Policy provides a framework to help us ensure a level of security commensurate with our regulatory and legal obligations, while meeting the demands of a competitive commercial organisation. We have a designated Head of Legal and Compliance across our businesses and have developed a set of procedures and guidelines at each business to demonstrate compliance with this policy.

## Whistleblowing

The launch of our whistleblowing hotline programme in 2017, supported by a variety of internal communications, led to a substantial increase in reported concerns across a broad range of issue types and geographies in 2017. The accessibility of the programme, Speak Out, has been a key factor. Another channel is publicly accessible to clients, contractors and suppliers, allowing them to raise concerns via a dedicated email, or written formats in any language. The programme has been supported by the Chief Operating Officer and senior leadership and reinforced through mandatory online training made available to all staff. This promotion and training has raised awareness of Speak Out and instilled confidence in reporters that concerns will be investigated independently and objectively by professional, trained investigators.

Due to the sensitive Building on Speak Out, in 2017 we upgraded the case management platform that supports it. This has enhanced the effectiveness of investigations, speeded up the escalation of significant issues and improved the efficiency of Committee-level reporting, making it easier for the Audit Committee to oversee the investigation of reported concerns.

We work closely with several organisations to constantly improve the effectiveness of our Speak Out arrangements. We are the only organisation in the facilities management industry in UAE to be awarded ISO 10002:2014 for quality management – client satisfaction – complaint handling.

## Recognition

In 2017 we were managed to maintain a 92% employees retention rate. Based on a comprehensive review by our peers, we were of the highest facilities management organizations in the region and of the most admired for our ability to attract and retain top talent.





## Meeting Clients' Needs

Our clients are core to our strategy and the creation of long-term value. We deliver fair and transparent products and services that meet their needs, providing solutions to the biggest challenges of their lives



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The needs of our clients continue to evolve and we aim to serve them for the long term. This involves proactively listening to them and innovating to develop our products, solutions and distribution channels to improve financial access and deliver consistent, sustained performance.

## Our client commitments

**client -centricity** is key to our product proposition planning and the sales process, as well as the service we deliver from policy inception through to the point at which the product finishes its lifecycle. We aim to provide the highest standards of service at all times when managing the contracts our clients hold with us.

We have a duty to act to advance our clients' interests responsibly and with integrity. Owing to their distinct operations and local operating contexts, each of our Regional businesses pursues its own individual, business-specific client policies to assess, manage and report on client requirements. This is overlain by our client Commitments Policy, which sets out five client commitments to support our Business Units in implementing the Code of Conduct:

1. Treat clients fairly, openly and honestly
2. Provide and promote a range of products and services that meet client needs, are easy to understand and deliver real value
3. Maintain the confidentiality of our client information (except where the law requires disclosure)
4. Provide and promote high standards of client service and monitor these standards rigorously

5. Ensure that our complaints processes provide an effective and fair means of arbitration between the business and clients.

## Product design and innovation

Our product planning ensures that we innovate and develop products and services that meet the needs of clients looking to secure their financial needs. We continue to focus on offering our clients flexibility and choice to meet their changing lifestyle needs. For demanding clients, we are meeting the need for on-demand digital experiences. In ENEC, ADNOC and SABIC, we have launched live feedback systems. AIS portal available on its corporate website and Facebook page, provides clients with 24/7 support by answering queries related to products and services, as well as helping them schedule appointments if required. Where possible, we look to make things as simple as possible for our clients, as they make significant and complex decisions. AIS also introduced on line surveys, a new platform with a focus on thoughtful means of measuring clients' feedback. We have also been simplifying the language used around products to make them clearer and more transparent for client , and to change the conversation to focus on feedback for better results throughout their contracts.



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## Client service and addressing complaints

We believe that our clients deserve the highest level of professionalism, care and continuous contact from us, and we developed programmes to encourage and pursue the best possible client service. For example, AIS services signifies that an AIS CRM officer is committed to rendering the highest level of service and that the client's services needs will be handled by operations specialist who is among the best in our organisation. In order to be awarded the AIS KPIs Mark, operations have to fulfil a set of stringent criteria – one of which is to receive excellent commendations from their clients, who play a significant role in deciding whether or not that operation professional is accredited.

We have procedures in place to manage complaints from our clients in a timely, robust and professional manner, while at all times doing so in a regulatorily compliant way.

Clients have the right to approach us if they are unhappy with the outcome of a complaint raised through feedback channels. Both CRM and compliance officers will investigate the complaint and issue an resolution with its findings.

We aim to provide transparency and accountability over any ongoing Investigations, and review of the fair treatment of longstanding clients.

## Industry awards

In 2017, we were awarded a number of industry awards, reflecting the clear client focus that runs through our Organisation:

MEFMA Association

MEFMA UAE

MEFMA KSA





# Responsible Investment

We define responsible investment as the explicit incorporation into investment processes and ownership decisions of ESG issues that are relevant to the Organisation, our clients, investors, employees and other stakeholders





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As a long-term investor, we believe that ESG risks can potentially impact long-term investment performance and we seek to manage exposure to these risks through our Responsible Investment Framework. This sets minimum requirements and provides guidance that enables our Business Units to explain, in a manner that is consistent with our Values and Code of Conduct, how they incorporate ESG considerations into their investment processes as asset managers and their stewardship commitments as asset owners.

Our general approach is to favour engagement with companies and active ownership practices rather than restricting investment opportunities through exclusion. In addition to complying with applicable laws, rules and regulations, we have defined a process to be able to recommend certain assets for prolonged depreciation mandates.

## Our approach to responsible investment

We are long-term stewards of our clients' assets and we recognise the challenge that ESG risks such as market change present. We believe it is our responsibility to clients, society and the environment to incorporate associated considerations into investment decisions, fiduciary and stewardship duties, to prepare for the transition to a more sustainable economy. By recognising our duties to assess all types of threats as professional investors (asset managers) and our stewardship responsibilities as custodians of our clients' and shareholders' assets (asset owners), we believe we can meet the needs of our clients for long-term savings and financial security.

In recognition of the distinct investment risks faced by our asset management and ownership businesses through investing in different markets and asset classes, each Business Unit manages ESG-related matters through the pursuit of local, business-specific responsible investment strategies.

As a long-term investor, we consider all factors (financial and non-financial) in our investment processes, decision-making and ownership practices that may have a meaningful impact on long-term investment outcomes. Similarly, as active asset owners of the capital we believe that due consideration of the various factors that can impact investment returns is part of our fiduciary duty to our clients.

## Our Responsible Investment Framework

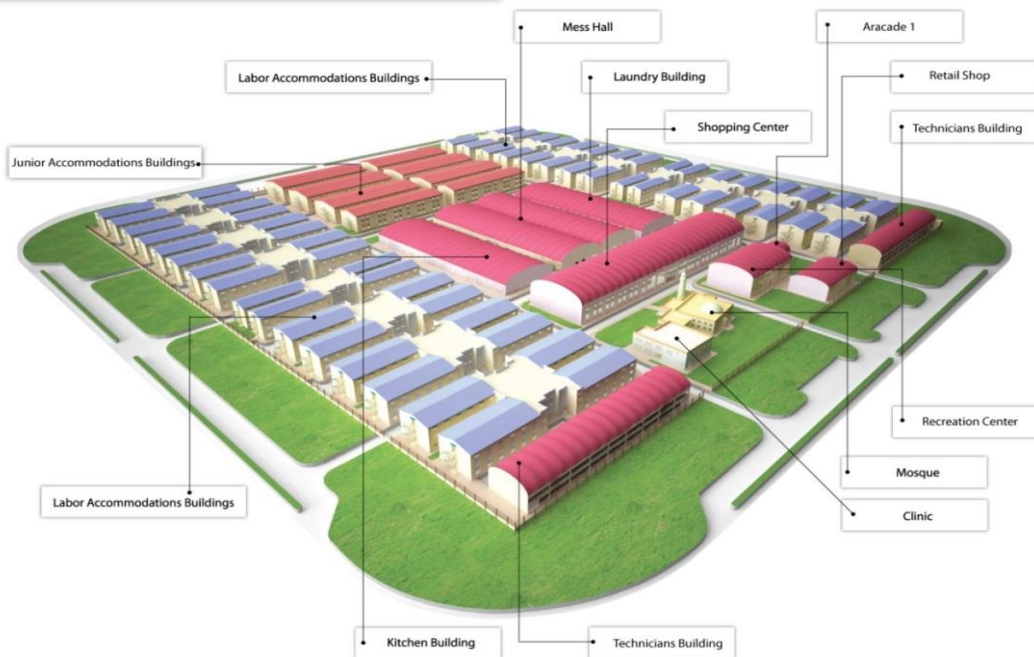
While each of our Business Units continues to manage ESG-related matters in a manner appropriate to its local business environment and investment strategies, we created a Responsible Investment Framework in 2017 to draw together the individual ESG-related investment strategies and activities of our regional businesses, allowing us to better articulate our approach to responsible investment. The Framework is aligned to our Code of Conduct and connects the existing responsible investment governance structures within our different businesses. These Standards were developed through consultation with our Business Units in 2017, setting minimum requirements to guide our asset management in ESG-related matters and helping them to further develop their own local Responsible Investment Standards. This ensures that, as a Organisation, we take a systematic and consistent approach to responsible investment and responsible ownership.



# Responsible Investment

We define responsible investment as the explicit incorporation into investment processes and ownership decisions of ESG issues that are relevant to the Organisation, our clients, investors, employees and other stakeholders

In 2018 the Standards are in the road-testing phase with our Business Units, including the design and implementation of appropriate KPIs to facilitate enhanced Organisation-level internal monitoring and external reporting.



## Environmental risks and opportunities factored into individual investment strategies

Our investments business invests in a range of alternative assets that play a role in addressing environmental risk and opportunities, principally through investments overseen by BBIH. Using specialist investment partners the funds have interests in a range of clean, sustainable and renewable energy assets around the UAE, which are helping to facilitate a shift toward a low-emission future. Investments currently held by the funds include:

- Mojumaat Labour City, Hameem, Abu Dhabi, UAE;
- Razeen Labour City, Razeen, Abu Dhabi, UAE;
- Advanced Village, Gayathi, Abu Dhabi, UAE;
- Advanced Laundry, DIP, Dubai, UAE;
- Advanced Catering CPU, DIP, Dubai, UAE.



# Environmental Performance

Managing the environmental risks facing our Business is crucial to creating long-term value for our clients, shareholders and the communities of which we are part



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Advanced Integrated Services has incorporated within the values of company the environmental performance as a critical area of the business development. The reality observed in the facilities management market associated it with the waste production, energy consumption, spills and others, increase the importance of acquired deep knowledge and conscience about the same. Therefore, the interaction between stakeholders and the communities were AIS participated, is highly relevant. Currently Advanced Integrated Services is an occupier of approximately 2.600 acres with a considerable number of labour and staff that reach approximately 5,000 people. This massive volume and alternance of the normal environment due the presence of that number of people, it is taken by AIS as daily challenge to promote better practices and deeper environmental conscience within their staff.

Due earlier mentioned, one of the standards used to increase the effectiveness of the policies for AIS, it is the Sustainability Development Goals (SGDs). Targets defined to transform our world through 2030 agenda and promotion that AIS considered as highly important, because but not limited to the compromise taken by the COP submitted to UN Global Compact 2017. In this way, commitment with the end of poverty, hunger, the ensure of health and inclusive and equitable quality education, achieving gender equality and empowerment of women, assurance of availability and sustainability management of water and sanitation, access to affordable, reliable energy between others are part of the guidelines that AIS attempt to promote and achieve in their daily operations with different levels of impact on the population. The management of the environmental performance has been increasing with the

foundation of the Corporate Social Responsibility committee that included staff specialized in different area of the facilities management business, as procurement, logistics, soft services, hard services, business development and others.

In regards of the facility management operations, AIS as an asset owner and manager of the same, recognise the importance of the care and development of policies to secure and enhance environmental condition. Some of the measures or consideration that AIS has included the daily awareness is the low carbon foot print, transmitting to the employee and ensuring through the logistics department is using smart methods of measuring fuel consumption and gas output in different operations of the company. In addition, AIS is in a process of refreshing the organisation integrating of different concepts and policies to suit needs and requirement of local and global communities and market. To guide our staff and aligned with global standards and transparent way of reporting about the same, AIS have considered the Global Reporting Initiatives. As an effective way to disclosure not only the environmental performance, but also incorporates human rights, and anti-corruption. We adapted this international independent organisation that empowering the sustainable decisions, sustainable report and the corporate social responsibility to base our environmental, social and governance report.

## Managing our direct impacts

The governance structure of AIS brings to the company a strong alignment from the top management to the staff, stressing the economic, environmental and social topics as relevant areas to work and add value in the daily proposals and activities of the

# Environmental Performance

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company. This way, the approach given by AIS delegate the responsibility on the internal stakeholder of the companies, mainly executives that through their initiatives can produced an impact on the economic, environmental and social topics. Therefore, the composition of the highest governance body allow to manage the impacts of the company from another level of supervision with a bird-eye-view.

The Code of Business Conduct underpins all the activities performance by the company, including minimising impacts on the environment sector. The Organization-wide Environmental Policy, is a part of previously mentioned role description, which applies to the operational property of all companies, guiding how we manage our direct environmental impacts, including compliance with regulations, energy consumption, water use and waste disposal, as well as supply chain management and the adoption of risk management principles for all property-related matters such as leasing, specific operation and development.

Advanced Integrated Services monitors direct impacts on the community and environment of its operation, dispose big efforts to optimise and enhance managing about same. From the same topic, it is possible to outstand the redefinition of services or the inclusion of new concepts and managing structure to ensure searching of new business opportunities at different operations field. As well, the efficiency and innovation have taken an important role, especially in the maximising of the water used and discharged and increasing energy efficiency. One of the important measures taken by AIS is related to waste management, and their reduction plan of the same. The daily operation involves important quantities of waste, specially in the catering and food waste from the kitchen.

It is from this way, that AIS has been considering the inclusion of a circular economy related with the improvement and increasing of the efficiency in using different materials needed for the day to day operations.

As well, managing of the operation impacts on the major projects from AIS are covered by the framework of KPIs and SLA, designed specifically to ensure the commitment of our operations to stakeholder (client) for the care of environment and the reduction of the secondary effects on the population due the same operations. The methodology of this work can be summarised as; analyse impact, avoid, minimise, restore and offset. In consequence, AIS seeks external accreditation where relevant to help to reduce the impact of the operations and validate a good performance and drive continual improvement. We adapted ISO 14001 certification, the international standard for environmental management since 2008. Advanced Integrated Services, as it was mentioned and detailed in the previous paragraph, work hard to avoid, mitigate and manage the environmental and social impacts over the life of the operations, therefore considering sustainability factors. AIS expects to succeed in the same under the framework of understanding, cooperation, commitment of all the stakeholder involved and powered by the high management of the company.





# Environmental Performance

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## Our 2017 environmental performance and initiatives Sector benchmarks

Advanced Integrated Services has considered different guideline to drive through the environmental targets, one of them are the Sustainability Goals Development and the 17-consideration based on the 2030 agenda. As well, the structure of Global Reporting Initiatives for finance, environmental and social have given a path of work, specially with the GRI300 series, and their lines on materials (301), energy (302), water (303), emissions (305), environmental compliance (307) and supplier environmental (308) for mention some. However, AIS has been working on the environmental targets since 2008, with considerable yearly effort. In 2013 AIS settled on a range of environmental targets designed to drive the internal practices of the management of Advanced Integrated Services. The main lines were based on generated opportunities in the regions where the company has operations, due to the high probability to produce a strong impact due to the consolidated position of the company on the same places. At the same time, it results an excellent opportunity to involves the community to enhance the policies of cooperation with local business, energy management and CSR activities in general. In the same line, each business unit of AIS has the autonomy to delivery their own target and policies as per its strength and capabilities. Considering the range of services from Catering to Hard FM services, the alternative of generating high impact specially on environmental issues is considerable.

The previous mentioned is background for results and achieved it by a strong organisation chart and a continuous way of improvement through the new information and practices for, as the GRI and disclosure of information that AIS is incorporating step by step in their business conduct. In regards of the highlights and achievement reached recently, it is important to mention that each value is challenge to ensure the highest standards of quality and management, but at the same time required a highly committed service provider and work of the stakeholder involved as suppliers, mainly to facilitate the level of disclosure required at the local level of the remaining challenges.

Before demonstrating our results details and highlights of the environmental targets achieved, it is important to note recent efforts of the company to position AIS in the front line of the development and innovation about environmental conditions and targets, from this efforts outputs as roadmaps with the detailed line of the 8 values of the company and in specific about the environmental performance goals to achieve during the current 2018 were published. The actions detailed to work on during the ongoing period are related to energy and climate change, impact and reduction of GHC emission, sustainable practices and procurement, waste and recycling, and water consumption. This subarea will help to drive the initiatives into policies related to energy management, managing of GHC, waste reduction plan for operations, recycling initiatives and the promotion of sustainable business practices.

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A detailed description of the highlights achieved for the AIS is mentioned below for the environmental targets;

a) Energy and climate change included the understanding of the AIS impacts of operations and required logistics. Therefore, one of the biggest consequences to the climate change for the day-to-day work, is the emissions of GHG. In this line, Advanced Integrated Services has promoted the development of conscious and planning accordingly with all areas on strong policies and actions. In the same way, during 2017, the results shown that the energy consumption statistics has bounced in an average level in comparison with 2016. In terms of emission of Green House Gas, there is not available historical data to compare results between the last years, however, AIS has committed in 2018 to record the emission of GHG through their transportation-logistics to quantify the levels of the same. The commitment of AIS with the global targets is continuous, therefore the reduction in the emission of GHG and consumption of energy is only a small part of the policies and continuous improvement promoted by high management and incorporated in the day-to-day for all the staff.

b) Accelerating the decarbonization of the impact in operations, specially to achieve with the requirement to become a member signatory of RE100, the previous mentioned as a global renewable energy initiative that looks to achieve 100 per cent renewable electricity procurement by 2025. To achieve this condition, it is required to consider occupied and managed investment. AIS has more than 5,000 staff travelling from and to home countries.

This represents a very important part of the business, considering the relevance of GHG emission. That is why, the commitment of the high management and all the executive of AIS are to optimize the current resources and reduce the air flight attached with environmental initiatives that look to compensate the issuing of CO<sub>2</sub> to the atmosphere.

c) Construction and refurbishment. The refurbishment projects and new developments provide the single greatest opportunity to reduce the carbon impact and optimize the energy management of our assets. Each Business Unit has the autonomy to deliver sustainable building certifications through authorised organisations to ensure the quality of the optimisation. However, internally are different practices available to contribute with the previous mention. The creation of CSR committee in 2018 is an excellent opportunity to focus the efforts through a commitment team to ensure that all the policies and activities are well organised within common guidelines. In the other side, the construction and refurbishment as an opportunity to optimise and improve the current condition of isolating, GHG emissions and others, required of capable staff to contribute with the relevant knowledge of the achievement of such task.



# Environmental Performance

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d) Some of the major projects with transnational and important local companies included in their scope of work the development of initiatives and better ways to perform tasks. The previous mention due the comparison of KPI and SLA related to the same. In consequence, different programs and change that have had place through different projects of AIS, with different levels of impact and success in their performance and achievement in comparison with the target initially designed.

e) **Waste and Recycling:** Each operation within Advanced Integrated Services have different requirement in terms of consumables and materials, therefore the waste produced by business unit is changing according to the nature of their operations. However, as AIS during the 2017 the actual quantity generated by food waste inert was of 445 tones disposed at authorized landfill from CWM Tadweer. In terms of recyclable materials, mainly cardboard and paper the quantity generated reach 12 tones disposed at recycling facilities.

In terms of waste collection and recycling, AIS has its own fleet of truck to attend the waste generated on the emirates of Abu Dhabi and considered the recycling as a important part of their operation, such as it was mentioned before, including this topic on the road map 2018 and in the value of the company (environmental performance).

Considering the need and guidelines of UAE Government for the diversification of the waste for the next year on landfill disposing, Advanced integrated Services has taken the next initiatives to reduce the amount of waste generated in their operation;

- Employee training and awareness programs.
  - Buy products with little packaging so that less packaging ends up in rubbish bin. For those items use regularly, buy them in bulk instead of in smaller amounts. This will save money as well as reduce waste.
  - Partnering with a waste management contractor to assists with waste minimization.
  - Improvements in housekeeping, maintenance, training or inventory control.
  - Provide highly visible, clearly labeled waste and recycling bins
  - Safely store, use and dispose of potentially polluting substances, e.g. used oil is to be stored in a sealed container and removed for off-site disposal.
  - Arrange bins consistently throughout the site, with a recycling bin always next to a waste bin.
  - Provide a water dispenser or water refilling station to minimize purchase of bottled water.
  - Keeping a running tally of waste production to track changes and improvement.
  - Documents are kept as electronic files instead of paper files.
  - Scheduling to eliminate frequent equipment cleaning.
  - Separation of wastes.
- For recycling, the worldwide policy or concept of optimization of the material, it is well known in AIS. Reduce, Reuse and Recycle. Under this framework the company promote the following key point in the management for recycling materials;
- Reuse bags, plastics, carton, containers and other items.



# Environmental Performance

Managing the environmental risks facing our Business is crucial to creating long-term value for our clients, shareholders and the communities of which we are part



- Paper and cardboard can be used as scrap paper for making notes.
- Proper waste segregation will help to distinguish recyclable waste from non-recyclable waste.
- Use waste as a raw material in another process.

the environmental performance of Advanced Integrated Services in waste and recycling is also linked with the training and awareness program to AIS staff. Therefore, the waste reduction training is done on regular basis along all the projects and business units and considered all level, including the senior management. This activity are carried out in the induction training for new staff, continuous on-the-job training and refresher courses and daily HSE toolbox meeting. In regards of the awareness included the following;

- All personnel employed for the Advanced Integrated Services activities are trained in waste management, including familiarization with types of waste generated under the activities, waste segregation, and safe handling and disposal methods.
- Give trainees their own copy of the environmental policy and make sure it is displayed prominently on staff notice boards and in common areas.
- Encourage staff participation on waste management.
- Develop recycling techniques.
- Install a suggestion box or other mechanism whereby staff can be rewarded for the best environmental idea each month.

f) Waste Reduction Plant; it is distributed on waste description, reduction at source, reuse, recycle, disposal method, reduction target and reduction plan for the next year. With this distribution of items Advanced Integrated Services will target the different type of waste generated on their operations such as; paper, cardboard, plastic, inert, food waste, toner cartridges and electronic waste. The waste reduction plan is crossed with the training and awareness program mentioned in the previous point of waste and recycling.

g) Water Consumption; Advanced Integrated Service is well aware of the importance of water as a resource and the relevance for the human life, gave incentive to their staff for the efficient use of the resource in all their operation. In the same context, different projects have joined to the awareness of used water, for example projects on the MEP sector promoting the replace of water taps for more efficiency one under the mixed system of burbles of air and water reducing the quantity of water. As well, in the cleaning sector, the projects managers have incentives to have better control over the use of water for cleaning, having records about the quantity of water in the plastic bucket on daily basis. Training and awareness program mentioned on the waste and recycling included topics of water consumption, as part of the global target of AIS; enhance of the management of environmental performance. Nowadays, different initiatives are being developed on the same due to the creation of CSR Committee, where a transversal group of executives from AIS can discuss and empower different initiatives about the same and other topics.

# Our Supply Chain

We rely on hundreds of third-party suppliers and outsourcers for the goods and services we need. In sourcing those goods and services, we seek to maximise value and minimise our supply risk, while operating in an ethical and socially responsible manner





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### Managing our supply chain risk

Our diverse supply chain includes:

- Businesses that provide and maintain our raw materials and parts
- Businesses that provide specialist professional and advisory services and that support our operations
- Third-party partners, contractors and agents that form our distribution network.

Our individual Business Units have the capacity to make the purchasing decisions that are relevant for their individual needs and markets. However, the overall process is informed by our Organisation standards.

It is our policy to work in partnership with suppliers whose values and standards are aligned with our Organisation Code of Business Conduct. To help achieve this, we have implemented a Organisation Outsourcing and Third Party Supply Policy. This policy was reviewed in 2017 and sets out our proportionate risk-based view of supply chain management requirements, including due diligence and selection criteria, contractual requirements, the ongoing monitoring of relationships and reporting and escalation.

Given the differences in our operating markets around the Organisation, our Business Units may also adopt their own supporting policies and reporting procedures at a local level. Other policies, such as the Organisation Health and Safety Policy and our Organisation Employee Relations and Resourcing policies, also support the management of our regional supply chains and are available here.

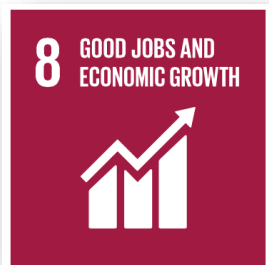
Our Business Units and their respective procurement teams are expected to undertake due diligence before engaging a new supplier, especially critical suppliers.

As part of the selection process, all of our employees are expected to ensure that third-party supply arrangements are entered into with consideration of the content of the Organisation Code of Business Conduct and in compliance with the Organisation's Outsourcing and Third-Party Supply Policy. Supplier relationships are also actively managed, with ongoing due diligence, review meetings and, if required, audits.

Along with the policies and procedures that help us procure goods and services from suppliers whose practices align with ours, we monitor compliance through our "Hotline" service, our confidential, online and phone reporting service that encourages employees to raise concerns regarding our suppliers, among other things. Our suppliers and contractors can raise any concerns to us via the internet, email, hotline or written formats in any language.

Training is a key component of how we manage our supply chain risk. During 2017 we continued to make sure that our key procurement and supply management personnel were aware of relevant labour risks by completing ethics training. This included highlighting key indicators to identify selected risks and the reporting steps to be undertaken should any concerns be reported. In addition, we provided briefings to the directors of our Organisation in relation to human rights risks.





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### Protecting human rights in our supply chain

We believe in respecting human rights and acting responsibly and with integrity. Modern slavery, human trafficking, child labour or any other abuse of human rights has no place in our organisation or our supply chain. We have always believed this commitment extends beyond our organisation and into our supply chain and such considerations are integrated into our Organisation Outsourcing and Third Party Supply Policy and Organisation Code of Business Conduct.

### Operating our third-party and outsourced relationships responsibly

A large number of our suppliers are financially and operationally smaller than us and we are committed to ensuring that we pay them promptly, in accordance with our contractual obligations. For operational suppliers at our Head Office, for example, our accounts payable systems are set up to mirror the payment terms agreed and monthly reports are sent to management that identify individuals responsible for invoices that remain unpaid after the due date. Where there are outstanding queries with a supplier on an invoice, a typical response is to put to one side any disputed amount to allow the remainder of the invoice to be paid.

### 2018 highlights and supply chain initiatives

In 2018, Head Office deployed a new e-procurement system to be used across all departments. The new system created end-to-end automation for supplier spend at Head Office, covering supplier ordering, invoicing, payments and contracting. The deployment of the system adds a new layer of control and visibility across our and our suppliers' supply chain and helps reduce paper, transport and manual processing. All purchasing and approvals to be conducted securely online, with invoices scanned and transmitted and contracts signed and shared electronically. This enables enhanced transparency in the management of our third-party relationships, segregating duties in the system and reducing the risk of unethical purchases.

Working with third parties whose values align to our own is paramount to us. We continued to progress our procurement activities in the region in 2018 and, as part of the procurement process for Total Facilities Management and Catering Services across locations we operate, we incorporated human rights and ethical sourcing considerations into the selection process.

# Technology

Innovating in our digital proposition is key to driving the long-term success of our business. Digital capabilities enable us to serve client s more quickly and more directly, manage feedback in new ways and make better and faster decisions when.

## 9 INNOVATION AND INFRASTRUCTURE



### Digital innovation

Emerging technologies enable us to provide distinguished services to previously unreachable communities and deliver better, more efficient outcomes for our clients. They help us to provide better client service that gives clients what they want when they want it, delivered to them through channels that suit their needs and their fast-changing expectations. They also provide us with new and better tools for managing tasks and enable us, as facility management specialists, to make faster and better decisions about how, when and where to intervene.

During 2017 we made some important improvements to our digital capabilities.

AIS launched CAFM system. Its simple interfaces and seamless experiences provided live updates of tasks to us and to client s. AIS also launched Its mobile platform of clients feedback application, which made it possible to process and share reports in less than 30 minutes rather than 5 days.

We are also working on our own platform, which helps to simplify reporting systems, increase innovation and encourage further growth in our coverage.

We launched five new websites for each of the business units to better familiarise our clients with our services and create more channels for feedback.

Our CRM Department launched Its feedback channels, available on all our corporate website, which provides client s with 24/7 support by answering queries related to products and services and helping them know us more.

These are just some examples of how we are using new technology to improve our service to our client s and strengthen our business.

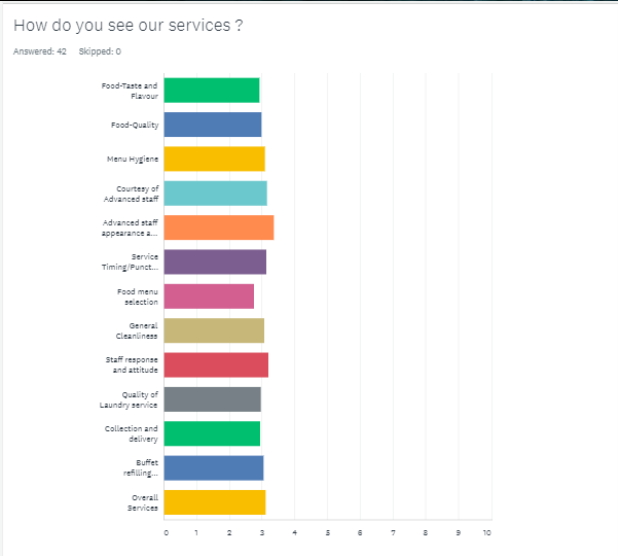
CAFME



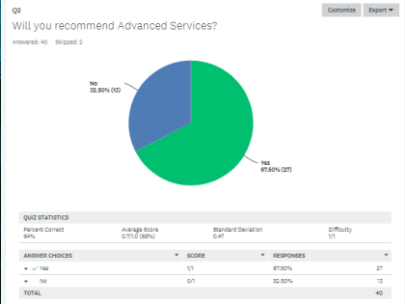


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We continue to look for new avenues to improve our internal operations. Artificial intelligence (AI) is key to this. In 2017, we developed and piloted a real-time feedback application, as a self-service way for our client s to enter their quick review of our services. We are working with a third party to understand how client needs can be considered in the development of an AI product. In 2018 we will publish our cloud adoption strategy, outlining our commitment to the use of cloud across the Organisation, and during 2017 we made significant progress towards fully achieving that goal, primarily focusing on our UAE business and its data centres. Our software development teams migrated to cloud and we are in the process of migrating the remainder of the to Microsoft Office 365.





# Valuing Our People

An inclusive working environment, where we continually develop our talent, reward great performance, protect our people and value our differences, is key in delivering outstanding results for our clients, shareholders and communities





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## Diversity and inclusion

We believe that diversity of experience and background is vital to success, both today and in the future. The Board has made diversity and inclusion (D&I) one of our strategic objectives. HR Manager is the executive sponsor across the organisation. Our D&I Policy is aimed at providing equal opportunities to all, fostering an environment in which each employee is treated with dignity and respect, and ensuring that we have an appropriate diversity of skillsets and backgrounds to leverage the unique strengths of each person for our continued success. It supports an inclusive culture, where all our employees are protected against discrimination and provided with opportunities regardless of their age, caring responsibilities, disability status, ethnicity, gender, religion, sexual orientation, professional, social, educational or cultural background, or employment contract type. The policy requires that our businesses have effective approaches in place to comply with local regulation, provide equality of opportunity and encourage our suppliers to promote equality of opportunity, and harness D&I to help the organisation perform to its full potential. All our businesses, including Head Office, are required to report regularly to HR on their compliance with the policy. We aspire that over time our senior management better represents the experiences and backgrounds of our clients and stakeholders. We recognise that diversity not only contributes to Board effectiveness but is essential for successfully delivering the strategy of the organisation.

Management is committed to recruiting the best available talent and appointing the most appropriate candidate for each role, while at the same time ensuring appropriate diversity of experience, skillsets and professional backgrounds.





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We have a strategic, long-term approach to D&I and the Board monitors progress regularly. We invest in targeted activity across 10 priority areas, ranging from unconscious bias training and mentoring to supporting our affinity Organisations and working with schools and universities. Across our businesses, our commitment to D&I is supported by initiatives such as salary reviews pay, performance management consistency, providing training to staff, engaging with recruitment firms and awareness campaigns to diversify the pool of potential candidates.

For example, in 2017, 68 senior managers and executives from our businesses units participated in unconscious bias workshops. We sponsored several events in guidance and induction, which took place in areas in the region, and we are publishing the first newsletter for all employees.

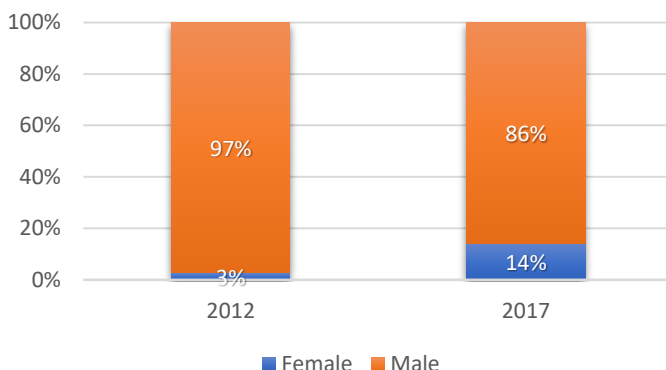
We are committed to supporting women who aim to return to work after an extended career break. In 2018, we are launching the 'Career Comeback for Women' programme and we conducted a 10-stop national speaking tour focusing on women's empowerment.

In addition to the established Employees Welfare Department, we participated in several new affinity networks launched focusing on, disability and cultural awareness.

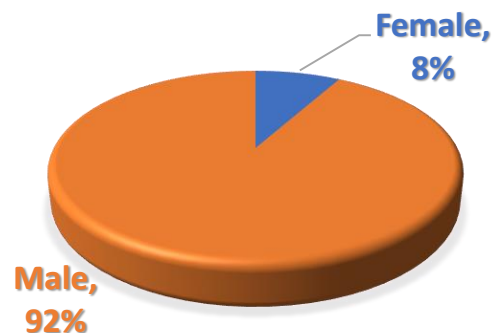
In 2017, we carefully monitored progress against our target of 12 per cent of women in senior management by the end of 2021 and our aim to have 10 per cent women in senior management by the end of 2019.

See below for the gender breakdown of our workforce for 2017.

**AIS Gender Breakdown**



**AIS MANAGEMENT 2017**





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## Responsible working practices

We believe in supporting human rights and acting responsibly and with integrity in everything we do. Our policies are guided by the principles of the UN's Universal Declaration of Human Rights and UAE's core labour standards. These are also incorporated into our Code of Business Conduct, which sets out the values and expected standards of behaviour for all employees, and in our outsourcing and Third Party Supply Policy. Our Business Units implement policies and practices at a local level that aim to ensure compliance with statutory and regulatory requirements in the local labour market and the prevention of slavery, human trafficking, and child and forced labour. Additionally, we have an independent, internally hosted whistleblowing website and hotline system, Speak Out, which allows individuals to raise concerns and seek guidance on a broad range of issues.

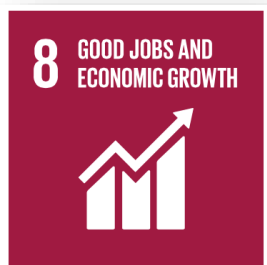
## Talent development

People development is essential to delivering our strategy. The quality of leadership across the organisation is fundamental to the future growth and success of the business and we therefore review our talent annually and offer a range of programmes that enable our people to continue to grow and develop. The majority of our programmes are managed by our Business Units, while Employees Development Unit focuses on tailored programmes for senior leaders across the organisation, succession planning for senior roles and development of our leadership talent pipeline.

We invest in succession planning for our leaders and critical specialists and segment our talent to identify short, medium and long-term successors. We support them with the appropriate development and career planning to ensure that we maintain a relevant balance of internal progression and external hires.

Individually tailored development offerings are provided for our most senior executives so they are well prepared to deliver the long-term ambitions of the Organisation. In 2017, 70 senior high-potential individuals participated in our established and well respected Organisation-wide leadership development programmes, Balanced Score Card management approach and the 'Next Generation' emerging talent programme. These programmes were developed in partnership with region-leading training institutions and co-delivered with consultant thought leaders.





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Within our businesses there are many examples of our continuing commitment to talent development.

In 2016 we launched a Organisation-wide Long-Term Workforce Planning Initiative, which has progressed in 2017 and 2018. For example, in 2017 AIS deployed strategic workforce planning to predict the capabilities required to ensure our continued success, utilising a succession driven talent strategy to build the next generation of leaders with the capabilities we require.

We also offer customised on-premises programmes, as well as access to online studies, to meet the personal and professional development needs of employees with all levels of experience. AIS supports talent development through a range of development programmes to increase personal and organisational capability, alongside bespoke development support for key individuals. We provides innovative programmes designed in partnership with top consultants and industry experts – focused on early career development, leadership development and opportunities to develop a strategic and innovation mindset through varied career experiences and projects.

### Employee engagement

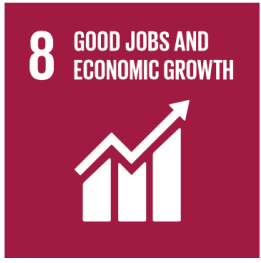
We want to foster an environment in which employees can derive meaning and empowerment from their work and feel that they are making an active contribution to the organisation. We drive employee engagement through an array of initiatives, including colleague appreciation programmes, wellbeing programmes, networking opportunities with peers and senior leaders across functions,

employee focus Organisations and volunteering activities with charitable causes, such as partnerships with numerous hospitals.

Each of our businesses manages its own activities in this area, under an over view of Employee Welfare and Employees Development Department, including employee engagement surveys, regular employee open forums with senior management and away days to discuss business performance and internal management.

Our businesses, including Head Office, have processes and, where appropriate, a policy in place for engaging with employees.





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Reporting to HR is required on jurisdiction-specific or sector-specific trends and developments in certain areas. For any significant issues that are likely to impact either positively or negatively on our reputation as an employer – at both business and Organisation level – immediate reporting to HR is required. In addition, our businesses in the UAE have a longstanding relationship with the MOL.

We also encourage volunteering through which our employees can support our communities and acquire new skills.

The success of our engagement efforts has been recognised internally and reflected very positively with clients.



# Supporting our Communities

Alongside our role as a regional support service provider, we have a wider role to play in the broader sustainable development agenda, such as building financial literacy and improving financial inclusion





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17 PARTNERSHIPS  
FOR THE GOALS



Our community investment strategy is closely aligned with our business objectives and with our stakeholders' concerns and interests, aiming to protect and encourage more sustainable and resilient communities.

Our programme is focused around four principal areas: social inclusion, education and life skills, disaster preparedness, and employee engagement.

## Long-term community programmes

We establish long-term relationships with our partners. Our programmes vary according to the needs and culture of each region and we provide support to charitable organisations through both funding and the experience and expertise of our employees.

Our operating model allows each of our businesses, which are closest to our customers and other stakeholders, to manage their activities within the framework of a consistent, Group-wide approach. In order to guide our businesses to actively support their communities in line with our strategy, we have in place a CSR Committee. This Committee outlines the minimum standards expected of our community investment programmes:

- The strategy should have a strong emphasis on one or more of social and welfare, education (with particular emphasis on financial education) and cultural activities;
- The Business Unit should take account of the cultural, economic and social needs and sensitivities of the communities in which it operates, as well as its own business objectives;

- The Business Unit may use cash contributions, cash-in-kind contributions or voluntary time commitment by personnel as an investment in the community;
- If it complements the business culture of the Business Unit, employees should be encouraged to become involved in community investment programmes to deliver added value for both the communities and the employees in terms of personal or professional development;
- Wherever possible, community investment projects should enable appropriate skills to be transferred to partnering organisations to help expand their capabilities; and
- The strategy should take account of the broader reputational impact on the Group.

In our new markets in KSA, community investment is yet to be established and all initiatives will be vetted and approved as part of the annual review process. Saleh Al Rajhi, COO AIS, is the sponsor for corporate responsibility. It was agreed in December 2017 that the Subsidiary Business Units would oversee Business Unit corporate responsibility initiatives in future. All Business Units now submit comprehensive Reports to the Committee Annually providing detailed information on major strategic initiatives.

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## Our community investment performance

We monitor community investment activities across the Organisation and review our programmes to ensure they are fit for purpose. Our corporate responsibility goes well beyond pure charitable cash donations and has evolved to focus on strategic, long-term programmes as well as significant in-kind support, including staff volunteering.

In 2017, the Organisation spent AED 25 thousands supporting community activities. The direct cash donations to charitable organisations amounted to AED +14 thousands of which approximately AED 3 thousands came from our UAE operations. The remaining AED one thousand was contributed to charitable organisations AIS staff.

The cash contribution to charitable organisations from our UAE operations is broken down as follows: social, welfare and environment AED 11,000; and cultural AED 12,000. The balance includes in-kind donations as set out on our website. This included employees who dedicated 2,540 hours of volunteer service in their communities. Furthermore, over AED 1,375 was donated across the Organisation by our employees through our payroll giving scheme. In the past five years, AIS has raised over AED half a million for charity and become one of the Abu Dhabi's largest charitable events. In 2017, over 8 charities benefited from our fundraising, up from 4 in 2016. For the second year running, almost AED 500,000 was raised as a result of fundraising from AIS places by our charity partners and our employees in 2017. Iftar Sa'em is one of the main charity initiatives we are involved in, at western region.

17 PARTNERSHIPS FOR THE GOALS



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17 PARTNERSHIPS FOR THE GOALS

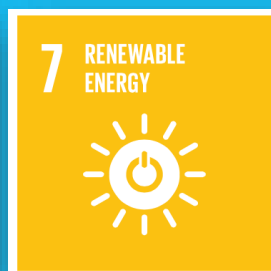


In each of the markets where it has been launched it has been extremely positively received, with strong feedback from parents, teachers, children and social stakeholders.

In Wester Region, the programme reaches over 1,500 workers a day through a multi-distribution platform including Iftar Sayem, and through a school contact programme that has reached more than 3000 children.

We believes the private sector has an important role to play in strengthening community resilience. While there is no simple solution, cooperation between civil society, government and the private sector is key to reducing human and economic loss. Accordingly, AIS partners with ADFCA, ADFSC and ERC to host the Seasonal Preparedness Forum in a selected city in Western Region to advocate for greater and more strategic investment in preparedness.





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