



شركة جرير للتسويق
Jarir Marketing Co.



Leading with purpose

Sustainability
Report

2019

Leading with purpose



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Jarir Marketing Co.

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About this report

Welcome to Jarir Bookstore's inaugural sustainability report. This report highlights the company's strategy and performance relating to the economic, environmental and social aspects of sustainability.

Reporting period

The report covers the calendar year from 1 January 2019 to 31 December 2019, unless stated otherwise.

Reporting guidelines

This report focuses on the sustainability issues that are most material to Jarir and our stakeholders.

Reporting boundary

The report covers 100 percent of Jarir Bookstore's operations located in the Kingdom of Saudi Arabia (KSA) and the Arab region. Data pertaining to our external contractors, suppliers and clients are not included in this report unless stated otherwise.

Feedback

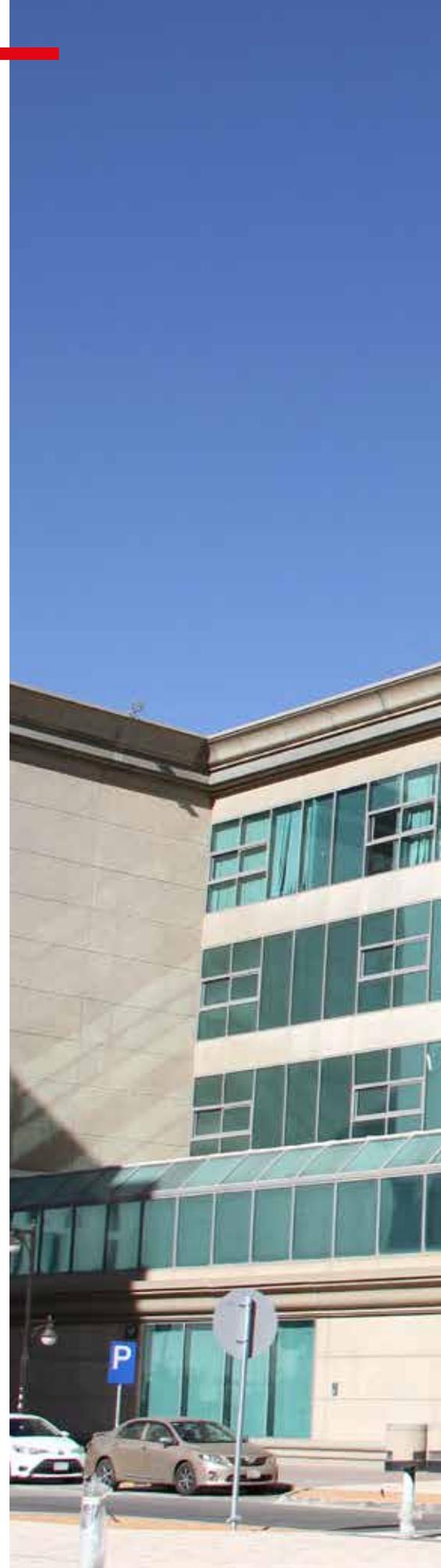
We welcome your feedback on this report and our performance through:

- Email: care@jarir.com
- <https://twitter.com/jarirbookstore>
- <https://www.facebook.com/jarirbookstore>
- LinkedIn: <https://www.linkedin.com/company/jarir-bookstore>

Cautionary Message

This report contains statements that may be deemed as "forward-looking statements" that express the way in which Jarir intends to conduct its activities. Forward statements could be identified by the use of forward-looking terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that certain actions, events or results "may", "could", "should", "might", "will", or "would" be taken or be achieved.

Jarir has made every effort to ensure the report is as accurate and truthful as possible. However, by their nature forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Jarir's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.





2019

Performance Highlights

100%

of all showrooms are using LED lighting, reducing electricity consumption by 40%



Spent

4.46 bill.

SAR on local suppliers (45 percent increase compared to 2018)



Diverted

18 mill.

SAR worth of electronics from landfilling 80% increase vs 2018



Saudi Nationalization Rate of

53%

(73 percent for senior management)



Hired

2,346

new employees into our family



Jarir Reader

recognized by the Saudi Responsible Competitive Index as a self-funded Social Responsibility Initiative

In 2019, 3954 titles were added



361

videos were published on youtube for educationa and content development purposes



Piloted

solar PV

in Riyadh



46

points on NPS (net promoter score)



100%

of grievances filed were resolved



56%

youth employment



64,136

training hours provided to employees



0

Incidents of identified leaks, thefts, or losses of customer data



27

different nationalities represented in workforce



356

is the growth in the number of titles Jarir Publications published in 2019



No. 5 most influential brand

Jarir Bookstore was ranked no.5 in Saudi Most Saudi influential Brands 2019, and no.1 among retail.



CEO Message



Dear Valued Stakeholders,

I'm glad to share with you the 2019 annual sustainability report during these difficult times of COVID-19 crisis. Our customers and employees safety was our top priority in addition to supporting the government efforts during the crisis. We are proud that we had zero layoffs because of the pandemic, including our employees who were outside the kingdom, who continued working remotely. We tried our best and did great by supporting our customers with the need for e-learning and remote working. Our Jarir.com operations have exponentially grown during very short period and we successfully accommodate this business size surge, helping us to deliver on what customers expect from us.

Jarir continues the journey to spread knowledge and culture throughout the Arab region and we see our journey to a thriving sustainable future will leverage innovative new business models that will reinforce our resilience and market leadership. In 2019, Jarir published 356 new titles into Arabic language, keeping on the commitment of publishing one book every day. Jarir have grown into a major industry leader and market influencer, and as such, we believe in corporate social responsibility (CSR) best practices and remain true to our original purpose to influence positive change and growth of every individual. In Jarir, we view adapting to emerging environmental, social and governance (ESG) risks and opportunities as a business imperative to protect our value in a future that is facing unprecedented environmental, economic and social change. Jarir's sustainability strategy embraces values of transparency, stakeholder engagement, good governance, and minimizing emerging risks and negative environmental impacts while maximizing positive social and economic impacts. In addition, our vision for a sustainable future is aligned with, and inspired by, Saudi Vision 2030 and the United Nations Sustainable Development Goals (SDGs).

Throughout 2019, we have taken significant sustainable action through several initiatives designed to improve ESG performance and benefit our stakeholders. These are few highlights:



Transitioned 100 percent of all showroom lighting to energy efficient LEDs, reducing electricity consumption by 40 percent.



Diverted 18,000,000 SAR worth of electronics from landfilling and returned it back into the economy.

This year has been characterized by significant growth of our operations and record financial performance. In 2019, we have:



Hired 2,346 new employees into our family



Our sales revenues reached 8.42 billion SAR (our highest performing year to date)



We have spent 4.46 billion SAR on local suppliers (45 percent increase compared to 2018)

Along with strides of geographical growth, our water and energy consumption has increased slightly, but we remain committed to making long-term improvements to energy, water and resource efficiency. We want to acknowledge our stakeholders for their participation in our business and ESG activities which have made us the great company that we are today and will be in the future. Your feedback and engagement enable us to better serve your needs and align your best interests with our goals and strategic objectives.

Sincerely,

Abdulkarim Alagil

Jarir Bookstore at A Glance

Jarir is headquartered in Riyadh, Saudi Arabia. Jarir operates through two divisions, Retail (including online sales), under the trademark of Jarir Bookstore, and our Wholesale division. Our activities include trading in Office and School Supplies, Children's Toys and Educational Aids, Arabic and English Books and Publications, Arts and Crafts Materials, Computer Peripherals and Software, Mobile Phones and Accessories, Audio Visual Instruments, Photography Tools, Smart Television and Maintenance of Computers and Electronic items.

Our Charter



Mission

To enable our Customers to Grow and Learn through Best Products and Service delivered with pleasurable experience and Best Value.



Values

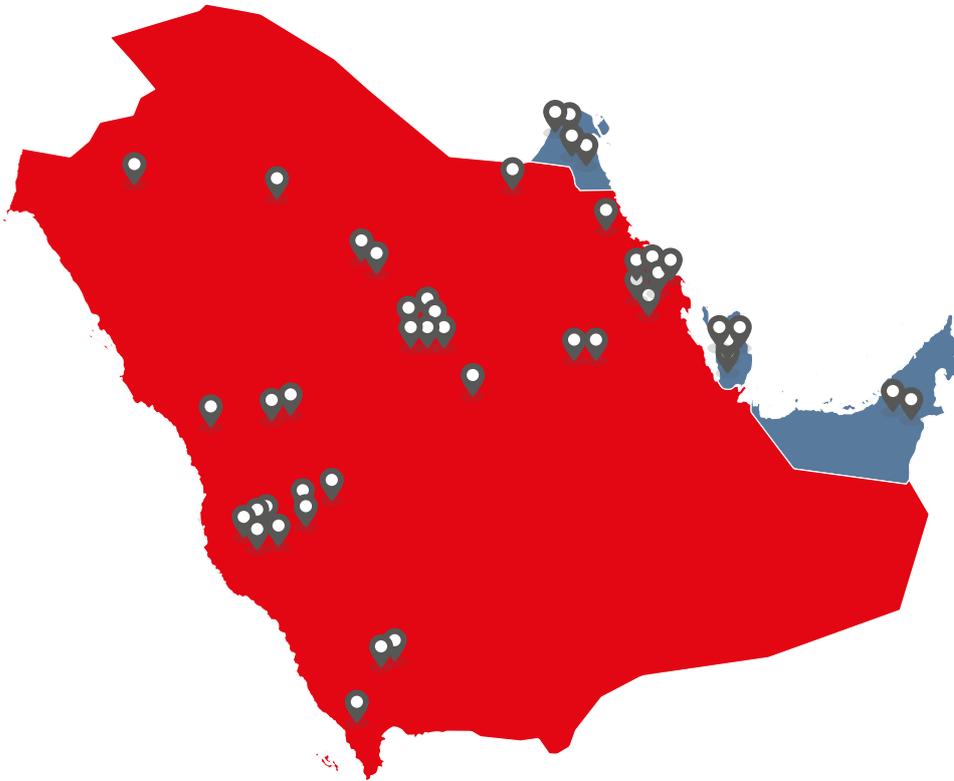
- Exceeding expectations
- Quality
- Integrity
- Simplicity
- Humility
- Respect and appreciation
- Unity and collaboration
- Loyalty



Objectives

- To maintain leadership in service quality of service to our customers.
- To provide affordable products of superior quality to our customers.
- To be a market leader in office supplies, IT products and books.
- To build a superior and effective management team.
- To incentivise individual initiative and provide opportunities for personal growth to our employees.
- To serve and give back to the community, as we believe it is our social responsibility.

Jarir Bookstore in numbers



2019

60

stores

Serving

27

Cities

2020 Target

6+

Stores

2019 Revenue (SAR '000s)

8,424,512

2019 Net Profit (Million SAR)

984.7

Appealing store layout and design with an average of

+38,400 sq. ft.

5,170

employee with increase of 10% vs 2018

Number 1

In the Middle East for IT, electronics, office supplies and books

Centralized fully automated warehouse of

800,500 sq. ft.

integrated with ERP system

40 million

showroom visitors annually

3.4 million

Monthly unique visitor to Jarir.com

Carpeted floors, low shelves and segmented

shopping experience

Our Business Strategy

Our overarching goal is to become the number one source of knowledge, productivity tools and entertainment to our customers. Our business strategy is to strengthen our position as a leading omni-channel retail company by providing affordable innovative and top-quality products and services. Jarir Bookstore's success depends on working collaboratively with customers, business partners, investors, government and regulatory authorities and other stakeholders.

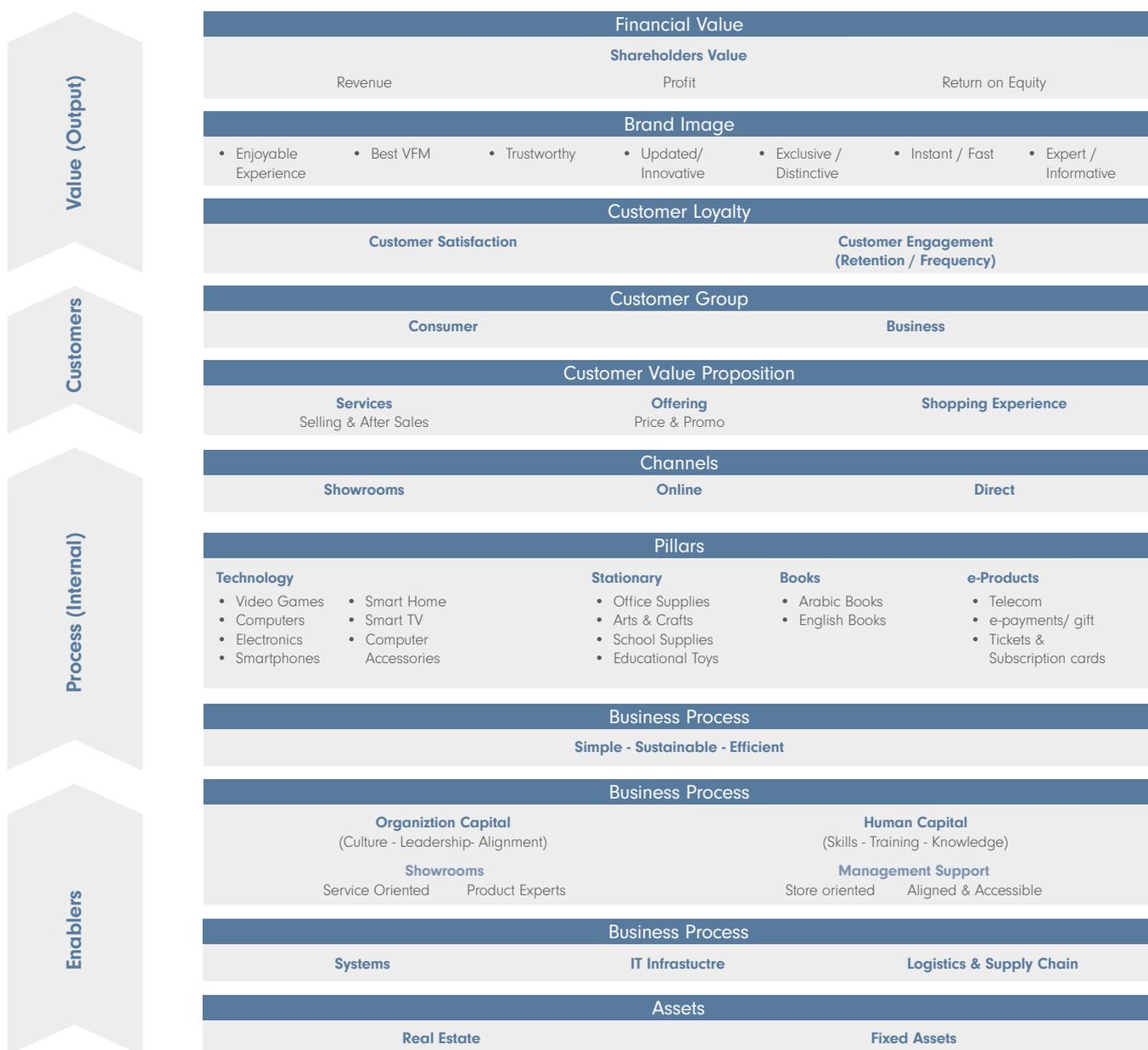
The execution of our business strategy is based on a customer-centric approach combined with a simple organizational structure that focuses on investing in competitive products and driving down costs.



As we progress into the future, we have strategies and plans in place to retain market leadership, grow our business and stay ahead of the curve by forecasting future technology trends and reviewing our product mix. In addition, we plan to continue to improve our customer management capabilities and institute plans that differentiate the product selling proposition by creating value in after sales services. Jarir is in the process of developing our organizational capacity and structure to achieve the following business objectives:

- Increase our operations by over 70 Showrooms in KSA and GCC by 2021 and enhance organizational capacity accordingly.
- Achieve 10% CAGR through new stores and growth in category share gain.
- Grow e-commerce capabilities to enable growth in Saudi and internationally.
- Grow and utilize our online presence through social media and digital marketing to strengthen customer engagement.
- Increase customer lifetime value through customer-centric approach and data driven capabilities.
- Offer customers more personalized products, services and experiences.

How we Achieve our strategy



Awards and Recognition

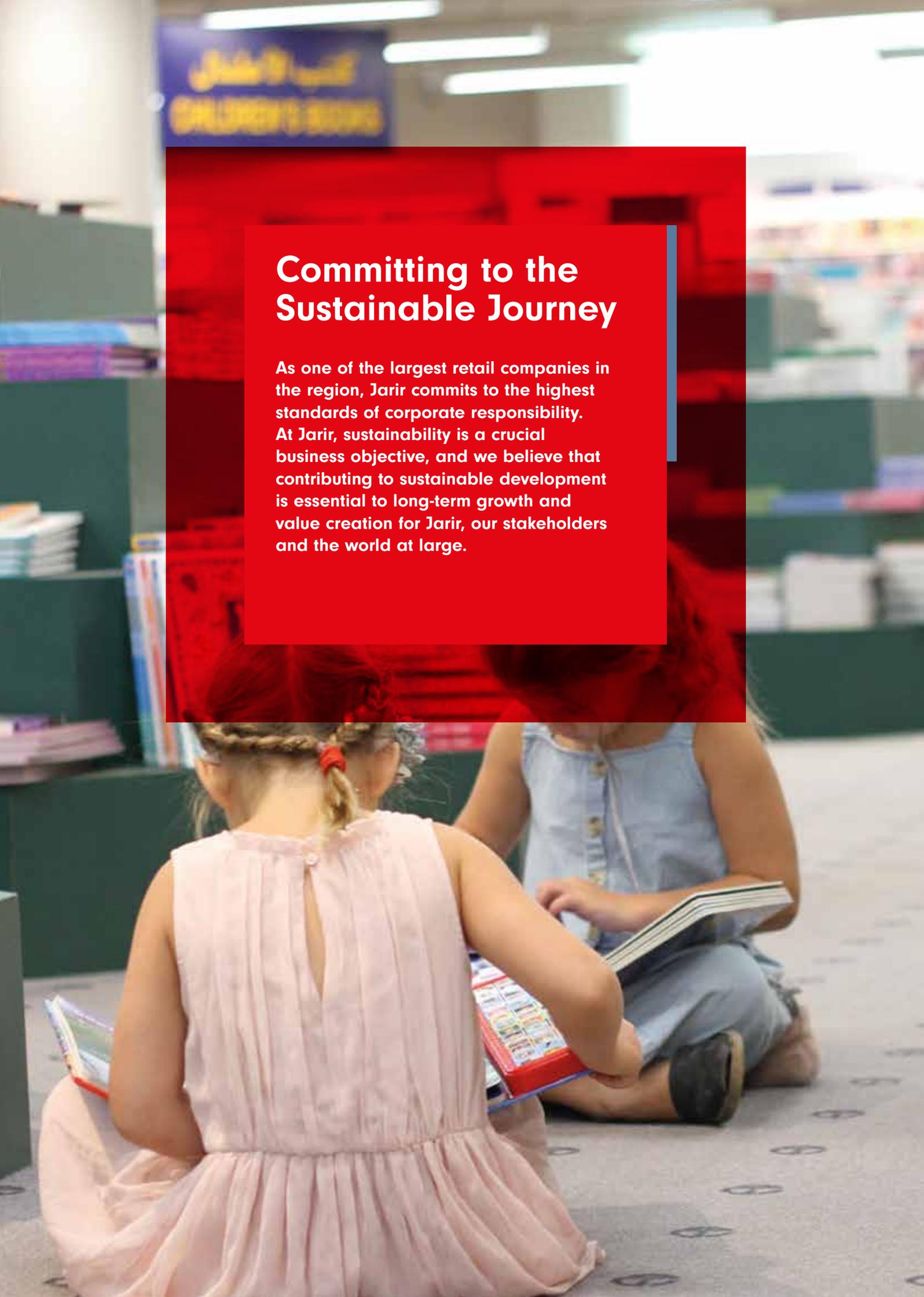
We are proud of our achievements thus far and humbled by the recognition received from esteemed industry organizations. Below are highlights of awards and recognitions that Jarir Bookstore has received since 2008:

2008	Jarir received Saudi Top Transparency Award – BMG Financial Advisors 2008.	2017	Jarir “Brand Value” is no. 7 in Saudi and no. 1 in retail, with estimated worth of SAR 5.6 billion – Brandz Top 20 Most Valuable Saudi Arabian 2017 Jarir is the no.1 retailer in Saudi on no. of Followers & Care Insight, on Twitter & Facebook – Sprinklr.com 2017 Jarir 2017 Back to school won Gold & Silver awards in MENA Effies, in “Retail non-food” & “Youth Marketing” respectively
2012	Jarir ranked 1st in the strongest Executive Management in Retail – Forbes 2012	2018	Jarir “Brand Value” according to Brand Finance - Brand Directory 2018 is among top 25 Saudi Brands and top 50 in GCC. Among retailers, Jarir was the highest valued brand in both lists – Brand Finance Brand Directory 2018 Jarir was recognized as one of the top 100 companies in the Arab world by Forbes Middle East 2018 Jarir was recognized as the number 1 retailer in 2018 Buzz Ranking Brand Index which measures the overall brand health by taking into consideration the average of impression, quality, value, satisfaction, recommendation and reputation.
2013	Jarir was recognized among the top 10 Most Recognized Brand Names in The Middle East – Forbes 2013	2019	Jarir Bookstore was ranked no.5 in Saudi Most Saudi Influential Brands 2019, and no.1 among retail.
2016	Jarir was recognized as no. 1 Saudi Retailer and ranked 67 among the Top 100 companies in Arab World – Forbes 2016 Jarir CEO was awarded in Top CEO Awards 2016, for Retail – TRENDS INSEAD 2016 Jarir won 2nd place among Private Sector Best Organization in Utilizing Social Media - his Highness Shaikh Salem Alali Alsobah Awards 2016 A books advertising campaign titled “Newsworthy Books” won multiple awards in 2016 including Dubai Lynx, EFFIE, Cristal Award and Lories Award		

Associations and Memberships

In order to collectively improve industry standards and promote best practices, Jarir participates in several like-minded organizations. Jarir is a member in the following associations:

<p>Arab Publishers' Association</p> 	<p>Saudi Publishers' Association</p> 	<p>Summer Training Program; from Human Resources Development Fund</p> 
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Committing to the Sustainable Journey

As one of the largest retail companies in the region, Jarir commits to the highest standards of corporate responsibility. At Jarir, sustainability is a crucial business objective, and we believe that contributing to sustainable development is essential to long-term growth and value creation for Jarir, our stakeholders and the world at large.

Our Sustainability Management Approach

Jarir's sustainability strategy is based on strong principles of corporate social responsibility (CSR), stakeholder engagement and positive impact generation.

In addition, we believe that our rapidly changing business landscape will bring new risks and opportunities related to environmental, social and governance (ESG) issues. Our sustainability efforts aim not only to reduce negative impacts, but also to enhance current and long-term value creation for our business and key stakeholders. Therefore, our sustainability management approach is aligned with our business strategy to enhance our competitive edge in a future that is likely to be increasingly transparent, low-carbon and resource-constrained.

To achieve our vision of a sustainable future, we implement a sustainability management framework that integrates critical ESG considerations into our business decision-making processes. This framework consists of six pillars exhibited in the figure below. These pillars are further reinforced by our core values, industry best practices and internationally recognized standards.



To ensure the comprehensive integration of ESG considerations into our business practices, we have established a sustainability team consisting of members of top management and employees across our respective major business functions. Our sustainability team is responsible for developing strategies, setting ambitious targets and measuring progress towards our ESG goals.

ESG Communication and Disclosure

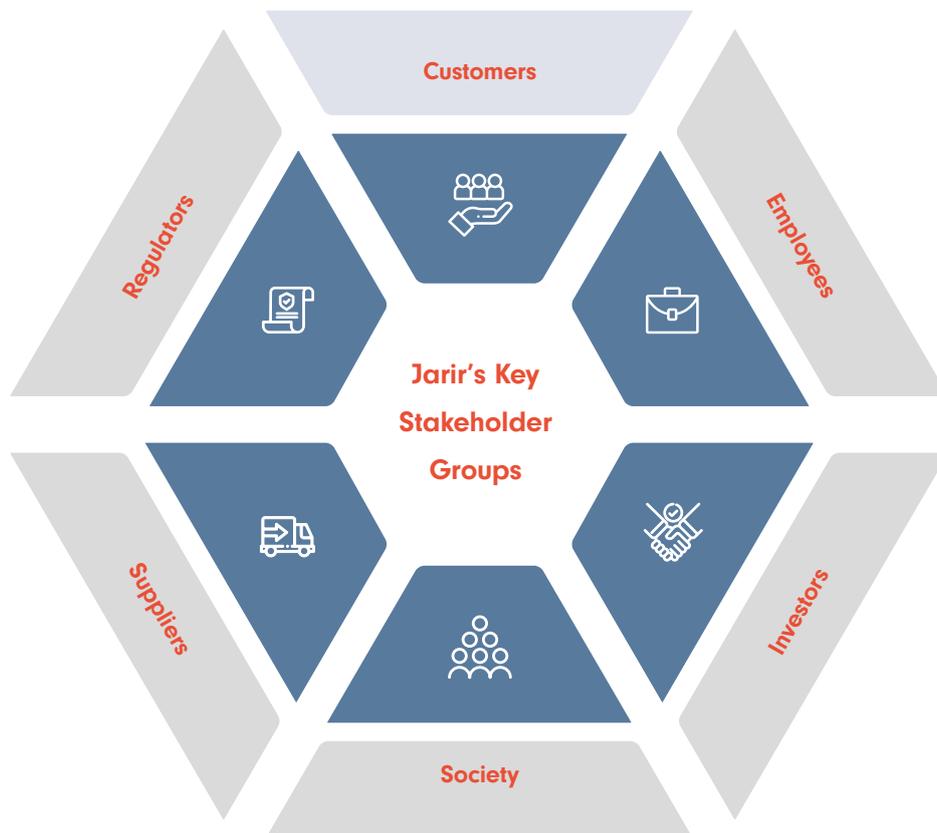
Jarir is proud of our commitments and performance regarding ESG issues and our stakeholders are increasingly interested in our journey to sustainability.

Therefore, we aim to become increasingly transparent on this front. We are measuring and communicating the most material KPIs to our key stakeholders through this report, as well as other platforms. In addition, we reinforce our commitments and accountability by publicly disclosing our management strategies and targets, as well as our progress towards them. To help ensure materiality, completeness and comparability, we adhere to internationally recognized disclosure standards such as GRI Standards. This process helps assure our stakeholders that we are a responsible resilient forward-thinking company.

Stakeholder Engagement

Stakeholder engagement is a crucial aspect of our sustainability management, as well as our general business strategy. As market leader, we have a responsibility and a business interest to understand and respond to the needs and concerns of our key stakeholders. In addition, due to their unique perspectives, we regard our stakeholders as a valuable source of ideas for improvement and innovation.

As needs and context are constantly changing, Jarir's stakeholder engagement is a continuous process. Our key stakeholder groups are determined by their ability to affect, or be affected by, our business operations and/or decision making. Accordingly, we have identified six key stakeholder groups summarized in the map below.



The table below includes a more detailed stakeholder map that also depicts modes of engagement and methods of responding to stakeholder inputs. We maintain an open dialogue with our key stakeholders through a variety of platforms (refer to table below). The results of such engagements help inform our sustainability and business agendas and help support our process of continual improvement.

Stakeholder	Methods of Engagement	Stakeholder Priorities	Jarir's Response
Customers 	<ul style="list-style-type: none"> Customer satisfaction surveys Customer contact centre Annual sustainability report Website Mystery shopper 	<ul style="list-style-type: none"> Transparency and accountability Data privacy Product and service excellence 	<ul style="list-style-type: none"> Sustainability report Social media campaigns Shopping experience
Employees 	<ul style="list-style-type: none"> Direct meetings Intranet Engagement workshops Website Professional development plans Employee hotline 	<ul style="list-style-type: none"> Learning and development programs Reward and recognition programs Competitive remuneration and benefits Work-life balance Employee satisfaction 	<ul style="list-style-type: none"> Performance management and evaluation Inhouse training and on the job learning Medical services and check-ups Transportation, health insurance, annual leaves, social security Open dialogue with employees over many channels
Society 	<ul style="list-style-type: none"> Direct communication Participation in local events Website Social media 	<ul style="list-style-type: none"> Local development Job creation CSR activities and initiatives Sponsorships and donations Good corporate citizenship 	<ul style="list-style-type: none"> School and sports support Local procurement Local community engagement In kind contributions, sponsorships and donations
Investors 	<ul style="list-style-type: none"> Website Regular reports Website Investors relationship General assembly 	<ul style="list-style-type: none"> Sustainable profits and equities Transparency and accountability Good corporate governance and business ethics 	<ul style="list-style-type: none"> Sustainability report Sustainability strategy
Regulators 	<ul style="list-style-type: none"> Direct communication Meetings Annual reports Website 	<ul style="list-style-type: none"> Transparency and accountability Good corporate governance and business ethics Job creation Compliance to set requirements and standards 	<ul style="list-style-type: none"> Sustainability report Annual report Website Social media Regular meetings
Suppliers 	<ul style="list-style-type: none"> Supplier profile requests RFQs and RFPs Long term agreements/ contracts International Exhibitions 	<ul style="list-style-type: none"> Clear description of scope of work Competitive bidding Timely award of contract 	<ul style="list-style-type: none"> Timely response to inquiries and contract awards Two-way communication Share full description of scope of work

The Issues That Matter the Most

At Jarir, we focus on the ESG issues that matter the most to our business and stakeholders. Today, business contexts are changing at unprecedented rates, and therefore, we continuously identify, assess and adapt to emerging global ESG risks and opportunities. ESG issues with the potential to impact, or be impacted by, our operations or key stakeholders are treated with the utmost precedence. Our materiality process consists of the following three steps:

Identify

We began with a comprehensive universe of potential ESG issues and narrowed them down to the most relevant through research, guidance from industry and international standards and stakeholder feedback.



Prioritize

The most relevant ESG issues were prioritized based on stakeholder perspectives, urgency and magnitude of potential impacts.



Review

To ensure completeness and inclusiveness, our sustainability team conducted a thorough review of the results.



The materiality process resulted in the identification of 18 key ESG topics, which are outlined and ranked below. These key issues are the basis of our sustainability strategy, programs and communications (such as this report). Collectively, these issues form our vision and pathway to sustainability. We believe these issues are the most crucial to both corporate stewardship as well as long-term value enhancement. Therefore, these issues are integrated into and aligned with our general business strategy.

Materiality Matrix





Aligning to National and International Priorities

Jarir believes that aligning collective efforts is the key to catalysing largescale sustainable transitions. In addition to effort coordination, alignment with established sustainability agendas allows us to build on the vision and expertise of leading experts. As such, we align our sustainability strategy with leading national, international and industry standards and programs such as the Saudi National Vision 2030 and the United Nations Sustainable Development Goals (SDGs).

Alignment with the Saudi National Vision 2030 helps to build a robust economy and a motivated and innovative society. The SDGs are spearheaded by the UN to end poverty, fight inequality and tackle climate change while uplifting the global population in an inclusive manner. We are committed to positively contributing to the SDGs and integrating these principles into the backbone of our operations and our corporate DNA.



Shaping the future with responsible operations based on strong business traditions

As pioneering company and a market leader in the Arab region, we built our foundation on strong business traditions and are committed to achieving sustainable growth through responsible best practices. As we have achieved significant scale over the past decades, it is becoming increasingly important to adopt an exemplary leadership role regarding business ethics and responsible operations. To maintain these commitments, we have management systems in place to ensure effective corporate governance, the highest ethical standards, transparency, strong financial performance and rigorous risk mitigation mechanisms. These mechanisms are designed to build resilience, foster continual improvement and safeguard long-term value creation for our stakeholders.

8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Governance and Ethics

Jarir implements strong governance mechanisms, policies and best practices that optimise value-creation for our stakeholders while integrating ESG considerations into our decision-making processes, operations and supply chain. Our governance systems are designed to build trust, engage stakeholders and incorporate the highest standards of business ethics.

Board of Directors

Jarir's highest governance body is our Board of Directors, which is closely involved in corporate strategic vision, operations and decision making. The Board is also responsible for resolving emerging issues as they arise as well as setting and measuring progress towards company goals and targets. The CEO acts as the interface between the Board and company operations.

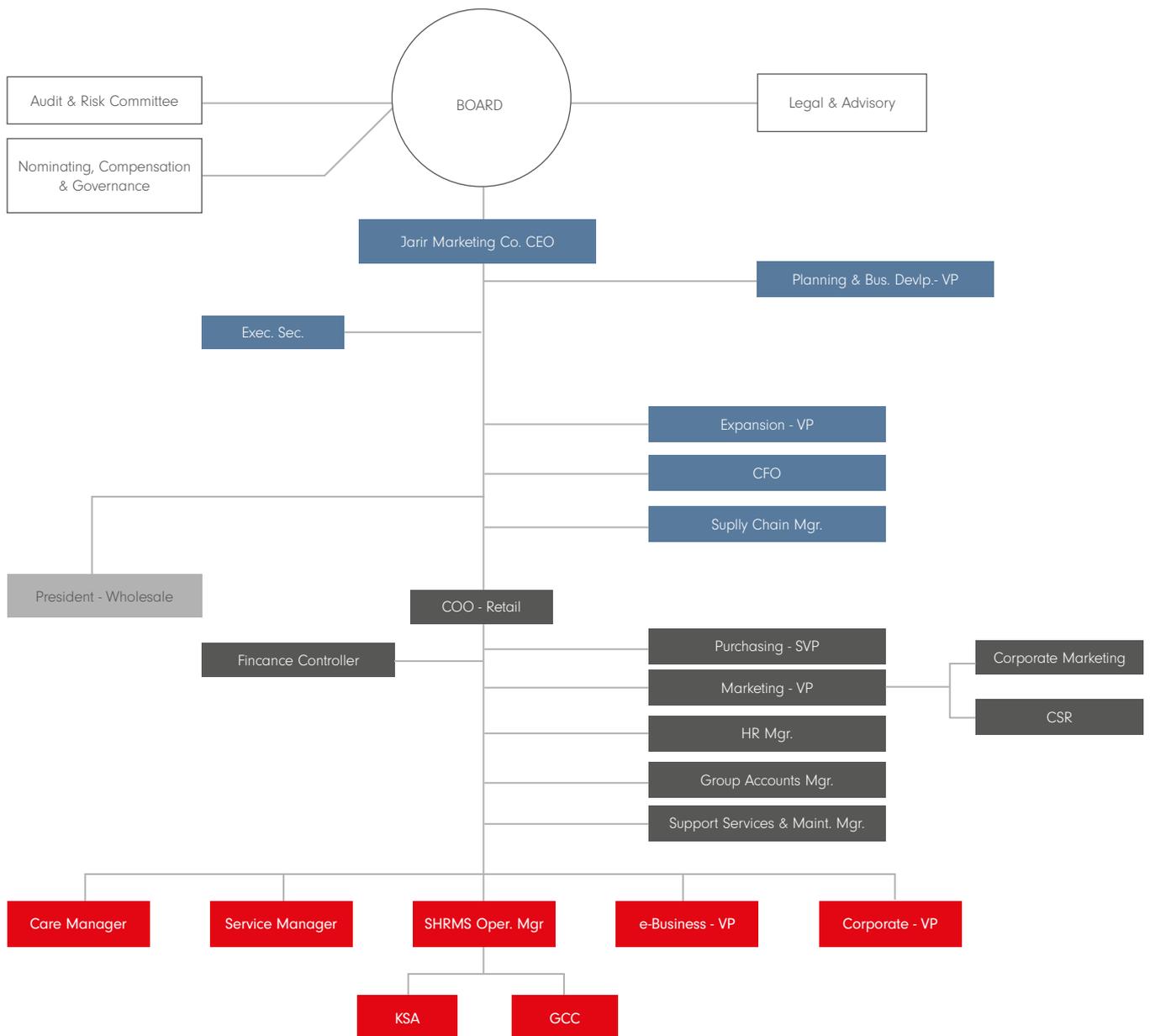
Jarir's Board of Directors and management team are committed to upholding the highest standards of corporate governance and adhering to all applicable regulatory guidelines. In an effort to promote strong corporate governance, the Board ensures the proper separation of roles between the CEO and the Chairman of the Board.

The Board is supported by permanent committees such as the Audit and Remuneration and Nomination committees. Information on the composition of the board committees is exhibited in the diagram below. More information on our corporate governance practises can be found in our annual Board Report via the following link: <https://www.jarir.com/media/financialreports/financialreports/2018-Annual-Board-Report-Arabic.pdf>

In 2019, Jarir plans to create two new committees to support the Board—the Governance Committee and the Sustainability Committee—as part of our commitment to improve governance and management capacity. The Governance Committee will be responsible for ensuring compliance, implementing good governance policies and standards and, when necessary, proposing structural changes that help improve corporate governance. The Governance Committee will include three

members: two independent members of the Board of Directors and one member of the Audit Committee. The Sustainability Committee is a temporary committee consisting of employees across various business units and functions. The Sustainability Committee is responsible for re-evaluating Jarir’s CSR strategy and ongoing CSR initiatives and presenting the results to the Board.

Organizational Structure



Business Ethics and Compliance

Jarir is committed to fostering a robust culture of strong business ethics as a foundational value of our governance management strategy.

To ensure the highest standards of business ethics and integrity, Jarir implements a strict Code of Conduct. The Code enforces ethical principles through training, awareness raising and well-defined guidance. The Code applies to all Jarir employees and defines ethical best practices for all our business activities. The comprehensiveness and universality of the Code ensure that integrity persists throughout everything we do.

The Code of Conduct provides guidance pertaining to professional practices, ethical practices, use and protection of company assets, confidentiality and employees' rights. All Employees receive a hardcopy of the Jarir Code of Conduct upon onboarding and are required to attend the Values & Code of Conduct training.

100%



of employees signed Jarir Code of Conduct

>90%



attended Code of Conduct Training

Grievance Mechanism

Jarir is committed to hearing and addressing every grievance made by any of our stakeholders. Although our first priority is to avoid any potential issues before they arise, our grievance mechanisms serve as a valuable resource for stakeholder engagement and continual improvement. Central to our grievance system is our dedicated hotline, which can be used to report potential non-compliances or unethical behaviour. All concerns raised are promptly evaluated and any potential violations are investigated by the legal department. In addition, corrective measures are put in place as necessary to avoid potential ethical transgressions in the future.

100%



of grievances filed were resolved

Strong Financial Performance

As a publicly traded company and an industry leader, creating sustainable economic value for our shareholders is our primary purpose and responsibly.

Jarir plans to achieve strong and resilient economic performance by providing superior product quality and exceeding customer expectations. We are committed to scaling our operations in manner that meets our economic goals as while protecting environmental and social resources for future generations. In addition, we are committed to managing ESG issues in a manner that creates economic value through reducing costs, enhancing brand value and mitigating emerging risks.

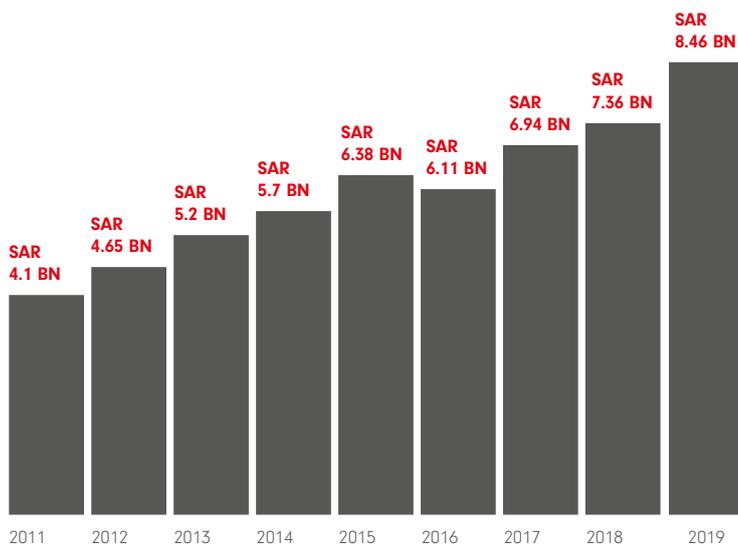
The past eight years have been characterized by strong financial performance. This can be attributed to effective strategies to improve efficiency and maximise profitability across our business operations. Our economic success over the past eight years is also a testament to our financial resilience, as this performance was achieved despite numerous and persistent global challenges and tepid global market conditions. In 2019, our sales revenues totaled SAR 8.46 billion, our highest performing year to date. Over 90% of the company's revenue came from Saudi Arabia in 2019.

SAR 8.46 billion

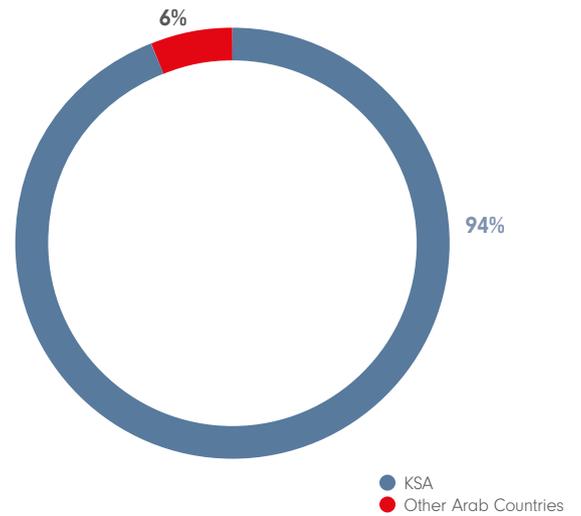


Sales Revenue 2019

Sales Revenue (SAR)



Revenues Percentage by Geography - 2019



Risk Management

Minimising risk is a key aspect of both our corporate financial strategy as well as our responsibility to our stakeholders.

As such, we take careful measures to avoid, minimize or mitigate any potential interruptions to our operations, value chain or financial performance. The ability to achieve this imperative relies on our ability to identify, assess and adapt to emerging risks. At Jarir, we understand that ESG issues will increasingly impact markets and supply chains, and therefore, such risks are continually evaluated and managed to safeguard long-term value

creation and thrive in a rapidly changing global environment.

At Jarir, risk management begins with the Board of Directors, which is responsible for creating risk management strategies and approving risk management policies. Members of senior management are responsible for implementing risk management initiatives. Identifying, assessing, avoiding and mitigating risk is a collaborative effort between all Jarir

business functions and units. When risks are unavoidable, measures are implemented to minimize and mitigate any potential impacts to our operations. The risks that are most relevant to Jarir include economic, strategic and operational risks. Such risks are described below.



Economic Risks

Macroeconomic factors can affect the spending habits of individuals and hence financial performance within the retail industry. In addition, economic policies can have direct impact on business costs. In a world of increasingly complex and interdependent supply chains, economic impacts to suppliers and manufacturers can pose risks throughout a value chain.



Strategic Risks:

Business success relies on making informed and prudent financial decisions. However, in a world of uncertainty, there is always a risk that strategic decisions could result in unforeseen consequences. At Jarir, our biggest asset to managing strategic risk is information. We make it a priority to continuously build expertise, study market trends and stay abreast of industry developments so that each decision is properly informed to minimise strategic risk.



Operational Risks:

Operational risks are those with the ability to negatively impact the continuity of corporate operations. At Jarir, we are continuously assessing how issues such as liquidity, human resources, regulations, ESG issues, etc. may impact our operations. In the event that considerable operational risks have been identified, strategies such as scenario planning and the development of alternative operations are implemented to enhance operational resilience.

Product Safety

Jarir is proud of being a preferred partner with many government organizations. This include working together on new regulatory and environmental projects that demonstrate Jarir's commitment as an industry leader.

Jarir is a committed to responsible retail and ensuring that the products we sell are safe for our customers. There is a growing concern and awareness regarding potentially hazardous substances in retail products and we aim to lead the industry in protecting consumers. We are continuously assessing and ensuring the safety of our products and eliminating or finding alternatives for anything that may pose a risk to our customers or employees. In addition, we make efforts to stay informed of any potential regulatory changes and industry trends that may impact our product safety program.

Jarir continuously assesses new opportunities to enhance product safety. These efforts include actively looking for opportunities to reduce the use of chemicals throughout our corporate, retail, service and distribution operations. When selecting the products that we use, preference is given to safer alternatives such as EPA Safer Choice chemicals. In addition, we check supplier requirements regarding the use of chemicals in products and manufacturing processes. Chemicals reported to us by our suppliers are screened against a Restricted Substance List (RSL), which specifies potentially hazardous substances.

The use and disposal of all products are subject to specific certifications and/or technical standards. A list of categories and their respective health and safety requirements are detailed in our Procurement Forms. Recycled

electronics from our Service Center are sold to our recycling partner to ensure proper disposal and recycling.

In 2019, Jarir had a 100% compliance rate with all relevant health and safety regulations. In 2019, Jarir complied with the health and safety standards of regulatory entities such as Saudi Arabia Standard Organization (SASO), Gulf Standards Organisation, Communication and Information Technology Commission, Ministry of Information, Saudi Food and Drug Authority (SFDA) and the Ministry of Commerce and Investment (MCI).

100%



compliance rate with all relevant health and safety regulations

0



Incidents of non-compliance concerning product and service information and labeling



Data Privacy and Security

Jarir implements a variety of state-of-the-art information security measures to ensure that our customers receive best-in-class data protection. Whether shopping in one of our store locations, online, through our app, or using our products at home, our data protection best practices protect our customers' confidentiality, transaction data and personal information. All digital transitions use cutting-edge encryption technology to safeguard sensitive personal information such as customer's names, addresses and credit card numbers.

To further protect the information of our stakeholders, we regularly conduct phishing awareness activities through social media, our website and other interactive platforms. In 2019, we conducted an awareness session on Information Security and how to protect information at work. 100 percent of Jarir employees attended the session.

Jarir is currently working on applying General Data Protection Regulation (GDPR). The GDPR empowers individuals with control over their personal data and simplifies the regulatory environment for international business by streamlining and fortifying data protection regulations within the EU.

Jarir's IT policy establishes controls to ensure all Jarir employees and users of our systems and networks are prepared to protect data security and the integrity of the IT systems. Our data privacy policy is publicly available on our website on <https://www.jarir.com/sa-en/privacy-policy>.

In 2019, there were zero incidents or complaints related to data privacy. We maintain an ongoing target of zero data privacy incidents and have a track record of achieving our data privacy goals each year.

0

complaints received concerning breaches of customer privacy



0

Incidents of identified leaks, thefts, or losses of customer data





Ship To:

عنوان المرسل إليه

E-D

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Responsible Supply Chain

Jarir relies on a resilient and responsible supply chain to achieve ongoing business success. At Jarir, proper supply chain management is an effective tool for mitigating risk and building adaptive capacity.

We engage with suppliers and factories throughout our operations to ensure the highest standards of quality and responsibility are implemented. At Jarir, we extend our core principles to our suppliers as one of our key stakeholder groups. To reinforce supply chain responsibility, we share our Code of Conduct with our suppliers and conduct random factory inspections. The code outlines our expectations of our

business partners regarding issues such as safety, human rights and environmental responsibility. In addition, we consider a variety of factors such as CSR best practices and adherence to industry standards when selecting new suppliers.

Jarir's supply chain, market share and resulting market impact has made us highly regarded by the top tech companies in the world.

▶ **Intel's Top 10 clients**
in EMEA (Europe, Middle East and Africa)

▶ **Microsoft's Top 30 clients**
in globally.

▶ **Apple's first Direct Retail partner** in the world for the iPhone distribution

▶ **HP Top 10 clients** in EMEA (Europe, Middle East and Africa)

Our Contribution to Local Procurement

Jarir is proud to invest in local communities through local procurement practices and the prioritisation of local suppliers and business partners. Our local procurement practices aim to build local economic capacity and create jobs. This is part of our commitments to add value to the communities in which we operate, as well as our commitments to the Saudi National Vision 2030.

In 2019, Jarir spent 4.46 billion SAR on local suppliers, representing 61 percent of all spending, and a 45 percent increase compared to 2018. We have also increased the percent of engaged suppliers that are local by 11 percent, reaching 427 local supplier, now representing nearly one third of all suppliers.

61%

local procurement rate



**SAR
4.46 bill.**

local procurement spending





Working Together for Knowledge Generation and Innovation

Jarir embraces the collaborative digital community to foster innovation and challenge traditional business models. We aim to be more than a company, but also a valuable member of the both digital and local communities by creating positive impact, spreading knowledge and fostering socio-economic development. We bring a new approach to delivering products and services that ease the processes of learning and educating and improve quality of life by making quality products affordable and accessible.

To maximise the value that we offer to the communities we serve, Jarir provides industry-leading affordability programs in various forms such as back to school discounts for students and teachers. In addition, we partner with the largest tech brands such as Microsoft and Apple to help provide discounted mobile devices and laptops to students and teachers in need.

4 QUALITY EDUCATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Jarir Reader (E-books Platform)

In 2013, we launched the Jarir Reader app, which allows users to easily purchase, download and read books and magazines anywhere, on multiple electronic devices. The Jarir Reader gives access to a wealth of valuable material and adds the convenience of being able to enjoy it anywhere at any time.



The Jarir Reader was designed to spread knowledge and culture and bring the joy of reading into the next generation. Jarir is the largest—and often the only—translator of major titles and best sellers into the Arabic language. By translating these works and transferring them digitally around the world, the Jarir Reader is one of the most powerful tools available for transferring knowledge and culture to Arabic readers on a global scale. In addition, Jarir has begun publishing audio books, and has plans to convert all Jarir e-books into audio books as well.

The Jarir Reader is connected to an online store featuring a variety of books and topics such as social and human development. Jarir has translated some of the world's best-selling books and included some of the most important books from Jarir Bookstore online.

Our goal is to continually increase sales as well as the number of books published. In 2019, we introduced 3954 titles. In addition, Jarir now offers Arabic readers the total of 11,196 titles of which 516 titles are free for all users.

3954

titles were added to Jarir Reader Library in 2019

516

titles are free for all customers



11,196

total titles Jarir Reader have in 2019

“The Jarir Reader is one of the most powerful tools available for transferring knowledge and culture to Arabic readers on a global scale”

Jarir Publication

Jarir Publication began as an idea to spread knowledge, culture and social value. Since then, we have grown into the largest Arabic language copyright publisher in the world.

To date, over 4,757 books have been published (a rate of about one every 24 hours), all of which have been translated into Arabic. Jarir Publication has developed a unique and innovative method of translation that focuses on preserving the original flow, thought process, structure and visual identity. These accomplishments help bring knowledge to Arabic readers around the world.

Jarir Publication has been recognized by the Saudi Responsible Competitive Index as a self-funded Social Responsibility Initiative that achieves sustainable year-on-year growth and adopts the highest standards for the protection of intellectual property rights and copyrights.

Since its launch, Jarir Publication has fostered immensely positive social and cultural impacts. Top Arabic and Saudi Islamic scholars frequently quote Jarir Publication's books; validating Jarir's crucial contribution to the spread and progression of culture, knowledge and social self-awareness.

In 2019, the Jarir Publication Initiative published 358 titles.

358

titles were published in 2019



نترجم و ننشر كتاب واحد كل يوم!

4,757 كتاباً
تم نشرها حتى نهاية 2019
من إصدارات جرير

Digitalization and Service Transformation

In recent years, there has been a significant increase in online sales compared to total retail sales. Jarir is an innovative company, and as technology and digitalization have fundamentally transformed the retail industry, we have adapted our business models accordingly to offer a growing range of digital services and evolved the way we interact with our customers.

Jarir leverages the latest technologies to provide our customers with a seamless, dynamic, interactive and optimized digital experiences. Digital services such as our online shopping platform and the Mobile Jarir App are designed to be engaging and convenient, and we are constantly evaluating new innovative services to improve the lives of our users. Digital innovation is also a key strength for our internal efforts to promote collaboration and efficiency in the workplace. Since its official launch in 2017, Jarir.com has accomplished numerous accolades, reached major milestones and exhibited significant growth. Highlights of Jarir.com's recent accomplishments are outlined to the right.

Ranked #1

among retailers' ecommerce websites in KSA.



No.1

Jarir is the destination for all global launches for Apple, Huawei, Samsung, HP, etc.



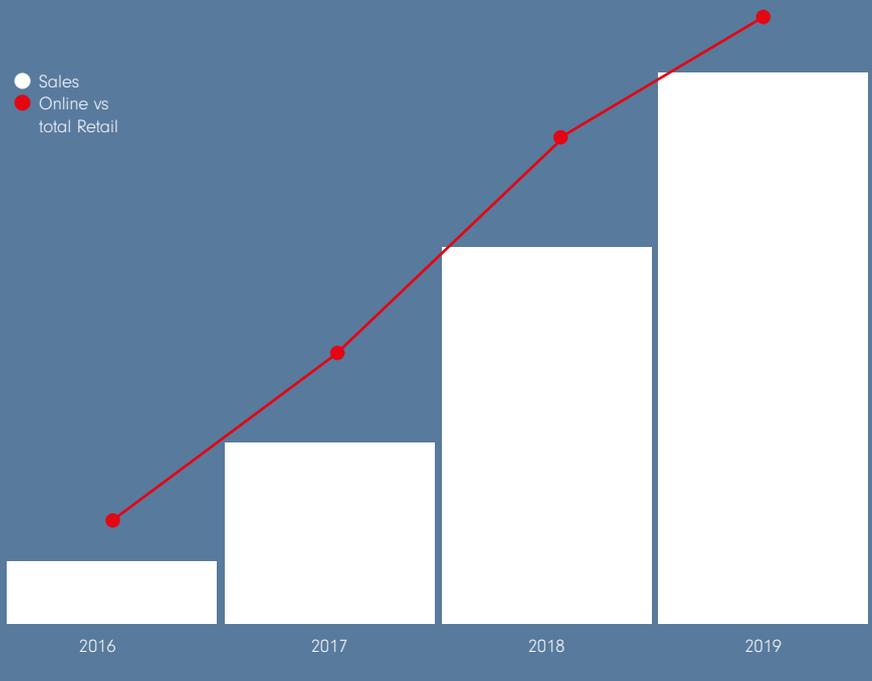
First

retailer to release online Mada and Apple pay payment methods in Saudi.



Online sales versus retail

● Sales
● Online vs total Retail



Ranked #1 among retailers' ecommerce websites in KSA.

100M

Unique visitors to Jarir.com

50%

Sale value growth in 2019, compared to 2018





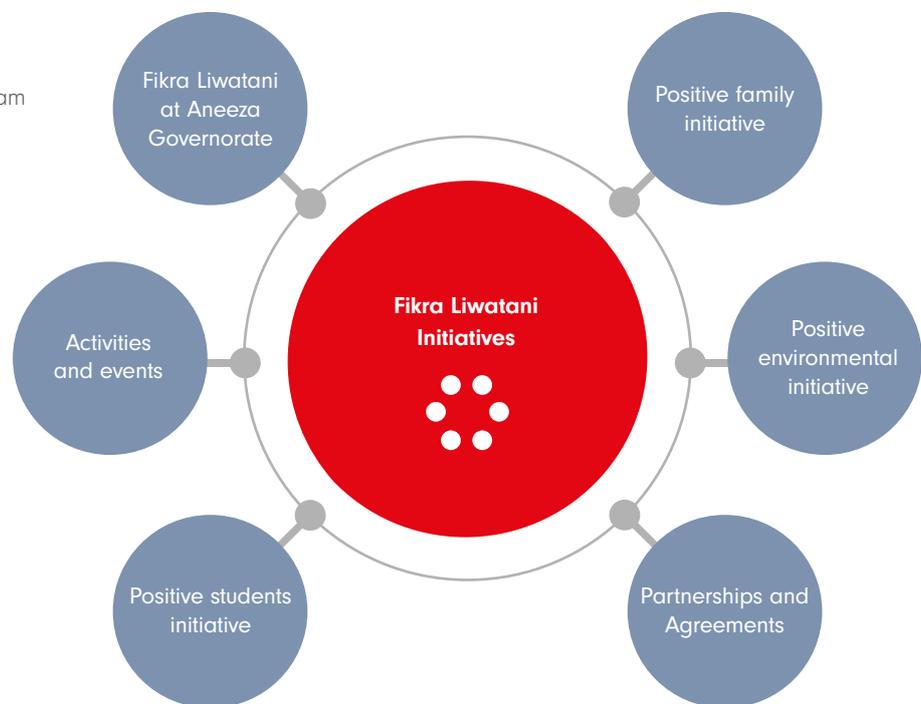
Creating Positive Social Impact through CSR Initiatives

As a crucial member of the communities in which we operate, Jarir is committed to adding value and positively influencing local communities. In order to efficiently affect positive change, we engage community members through strategic partnerships and long-term relationships. In addition, we implement a series of CSR initiatives described below.

In 1999, Jarir Publications was established as a CSR initiative and translated its first book into Arabic. After achieving projected sales and receiving positive industry acknowledgements, we continue to translate best sellers and publish books at a rate of approximately one per day. The spirit of establishing Jarir Publications was to spread knowledge, culture and social value. Our contribution to social development originated in the topics of the books selected to be published, which focus on personal development, education and children's literature. We have since expanded our positive social impact through innovative new products and the initiatives described below.

Fikra Liwatani Program

The Fikra Liwatani Program consists of several initiatives designed to facilitate lasting partnerships, generate positive social value and raise environmental awareness. The composition of the program and descriptions of specific initiatives are detailed below.



Positive Students Initiative:

The Positive Students initiative is designed to raise student awareness of the power of positive thinking and attitudes. The initiative lasted two days and engaged 75 female students from remote areas with educational materials on positive attitudes. Positivity contests were also conducted, and awards were given to the winners.



Positive Environment Initiative:

The Positive Environment Initiative engages employees and community members in environmental activities such as planting trees, raising awareness on responsible consumption and spreading general environmental awareness throughout local communities.



Activities and events:

Each year, Jarir holds several events and activities to benefit remote communities throughout the KSA. Such activities include our mobile mosque maintenance car that travels around the KSA repairing and supporting mosques in need of maintenance. In addition, we conduct various contests on social media to engage community stakeholders in promoting positive social value and offer awards to the winners. In addition to ongoing activities, we hold several ad hoc events such as tree planting events and earth day celebrations.

Positive Families Initiative:

The Positive Families Initiative consisted of several training sessions focusing on family awareness, safe environments and volunteerism. A total of 122 female students were engaged in this initiative across several remote areas in the KSA.



Partnerships and Agreements:

Jarir maintains numerous strategic partnerships to help optimise efficiency and positive impact for our beneficiaries. This often includes taking on a leadership role and providing training to other organisations.



Supporting the Literary Desires of the Community

Jarir engages directly with local community stakeholders and has granted their special requests by translating two books into Arabic. These books have particular educational value and are described below:

The Blue Sweater: a biography on one of the most successful individuals in the nonprofit organization (NGO) sector, Jacqueline Novogratz, who founded the innovative NGO "Acumen." Visit acumen.org for more information. The Blue Sweater was translated as part of Jarir's collaboration with King Khalid Foundation, an initiative to promote programs that help reduce poverty; a cause that author has successfully supported on a global scale.

Disciplined Entrepreneurship: written by Bill Aulet, who helped build edX which is one of the largest platforms for online courses. The book was written as guide for entrepreneurs. Disciplined Entrepreneurship was translated and printed in collaboration with the Ra'ad Alshamal Initiative.

Investing in Our Communities

In addition to our community engagement programs, Jarir also makes direct financial investments to several community-oriented causes. We have built strong community partnerships to streamline our community initiatives and more efficiently deliver value to our community stakeholders.



Supporting Sports



Jarir supports the Saudi vision 2030 goal of “living healthy” by supporting youth athletic programs and raising awareness for health issues such as the high rate of diabetes amongst children in the KSA. To promote and support healthy lifestyles, Jarir sponsors the European Academy for Sports, provides jerseys, organizes competitions and provides trophies for motivation. The European Academy for Sports specializes in training children on how to play football according to best practices. Jarir encourages youth athletics as a great way to foster

healthy minds and bodies, as well as reinforce principles of determination and teamwork.

Jarir also commits 500,000 SAR each year to support our hometown Almajmaá football club, Al Faisaly FC. These funds help renovate the stadium and training facilities, in addition to supporting their own youth training program.

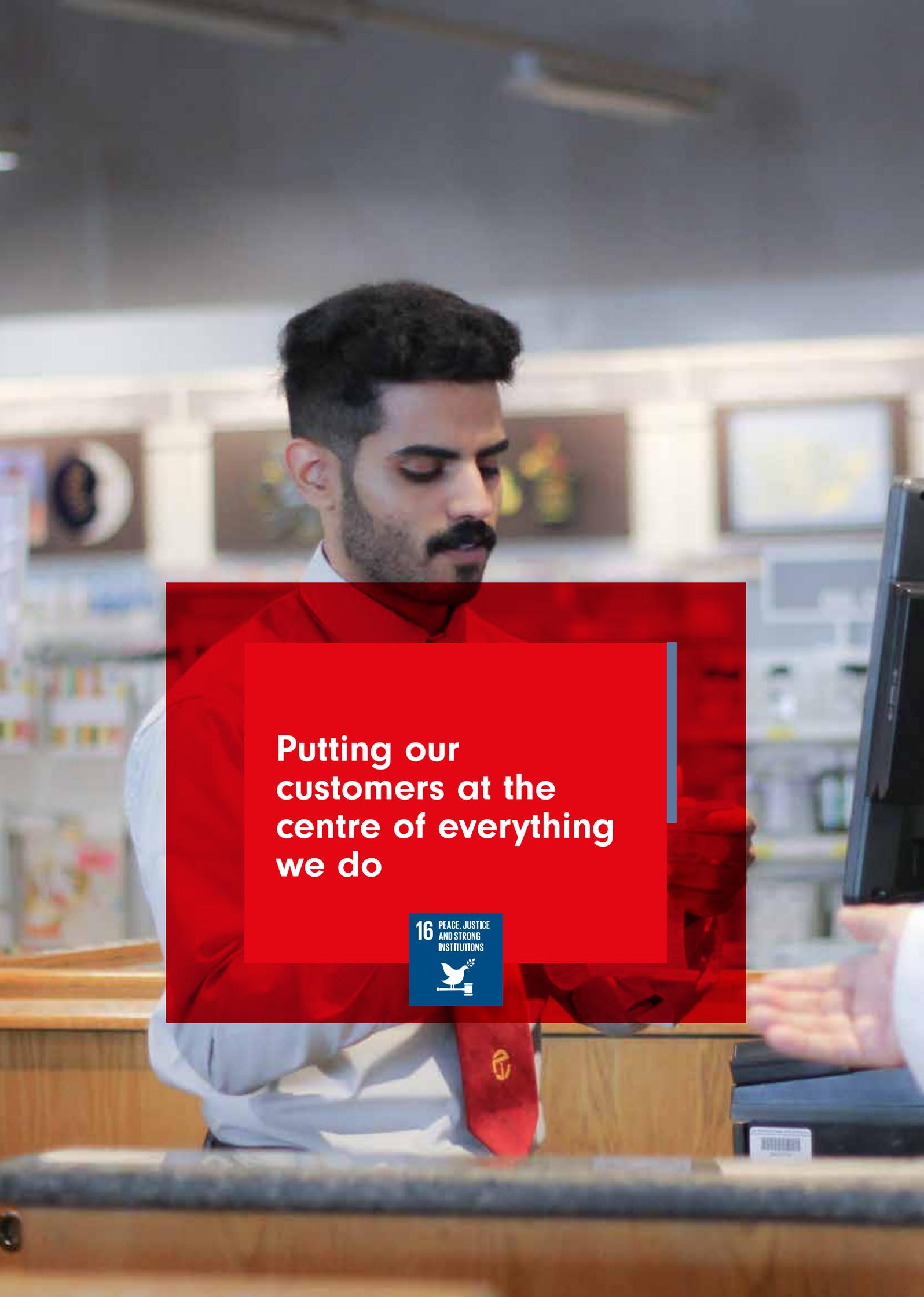
Supporting Education



Jarir is committed to supporting education in the KSA through programs designed to assist the education of less fortunate. For example, we provided school bag giveaways during the back to school season, and in 2018, Jarir donated over 2,700 school bags to 7 different charitable organizations throughout the KSA. To engage the local children during these events, they are invited to the showroom to play games, read books and attend awareness sessions designed to instill ethical principles.

Jarir supports the Alnawawi school through several initiatives such as helping them become the first the Saudi school to represent the KSA in the challenge of Arabic reading, making it to the final qualifying rounds in Dubai. In addition, Jarir sponsors their school library by enriching it with books and helping it spread culture and knowledge throughout the community over the long term.



A man with a beard and mustache, wearing a red shirt and tie, is looking down at a computer monitor in a pharmacy setting. The background shows shelves with various items and a blurred pharmacy environment.

**Putting our
customers at the
centre of everything
we do**

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Jarir puts the best interests of our customers first. We focus on making and sourcing high quality products and services accessible across our communities to help spread education, culture and the growth and prosperity of our customers. Throughout our operations, privacy and data protection best practices remain at the forefront of our efforts.

Jarir is spread in 27 cities, and has been growing into smaller cities more in recent years. In every city Jarir recruit and train resident at least 12 months before opening, and this way it helps developing the national talents in these cities.

Each showroom has the ability to buy from local market in each city and this enables Jarir to better connect with its community. In order to reach all our customers there has been dedicated marketing campaigns and promotions on Jarir.com to all remote cities that has no access to Jarir

27

cities in 4 countries



38,000
sq ft

is the average space
per showroom



Customer Experience

Jarir builds trust and consistently exceeds expectations through unrivaled customer experiences. In 2019, Jarir achieved a NPS of 46.

To ensure continued success in customer experience and satisfaction, we adapted the Net Promoter Score (NPS), a satisfaction survey tool assessing all customer-facing channels. The NPS helps us analyse customer feedback to correct issues at their root cause as well as implement corrective and preventative measures. Satisfaction Surveys helps optimise our strong areas.

Jarir develops and implements various projects and initiatives resulting from continuous business planning and development efforts in areas that are important to our customers. The results of such efforts include in the introduction of new payment methods, Online Order Placement by salesmen, customer experience assessments, the evaluation of new couriers and the addition of 2 new fulfilment centres in Jeddah and Dammam to speedup delivery times.

From the period of 2016 to October 2018, the survey had not yet implemented the Net Promoter Score (NPS) measurement, however, Jarir achieved an overall satisfaction score of 98% based on binary (yes/no) measurements. Since October 2018, the satisfaction survey became more comprehensive by including the dedicated NPS reading and incorporating the identification ongoing

operational improvements, red flags and opportunities for improvements on user experience and couriers performance.

Jarir's 2019 NPS score is 46, indicating most customers are satisfied with the overall experience with Jarir website, products and delivery service speed. 94% of surveyed customers said they will buy from Jarir website again.

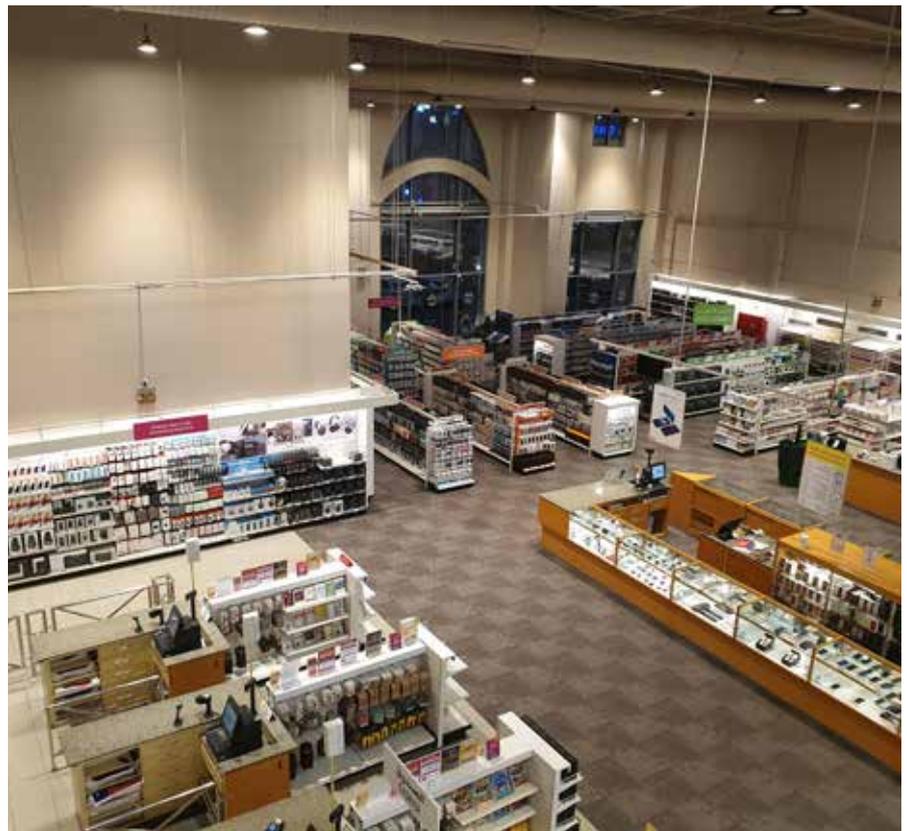
46

NPS score



94%

of customers said they would buy from Jarir website again



Our customers can feel at home at our showrooms and read books off the shelves in the relaxing comfort of our sitting areas.

In an effort to upgrade our customer experiences, Jarir is in the process of replacing all flyers, banners and posters in showrooms with screens to improve interactivity and efficiency while also reducing paper waste. This process was piloted in 2019 in Three Showrooms and will be rolled out at all locations in 2020.

Jarir is committed to accommodate customers with disabilities and we have plans in place to improve the accessibility of our facilities. Such plans include disabled accessible gates, elevators and toilets at every showroom.

Ecommerce satisfaction

	<p>Satisfaction Overall, are you satisfied with the overall experience of buying from Jarir.com</p>	<p>Yes 92%</p>
	<p>Loyalty Would you buy again from jarir website</p>	<p>Yes 94%</p>
	<p>Delivery Was the shipment delivered to you on time?</p>	<p>Yes 89%</p>

Mystery shopper

In order to that ensure that our high customer experience standards are consistent, we regularly conduct mystery shopper exercises. During such exercises, undercover representatives pose as normal shoppers to assess the customer experience as well as employees' behaviour in their natural environments. These mystery shopper exercises are taken very seriously and help ensure that every customer is treated with the care and respectone would provide for a supervisor.

Through 330 visits conducted in 2019, the Mystery Shopper programme was able to engage and evaluate more than 4,200 employees.



+4,200

employees were engaged and evaluated through the mystery shopper program

Overall mystery shopper scoring showed significant improvement in 2019.

Customer Care

Feedback from our customers is an important resource for the continual improvement of customer experiences. In addition to the NPS, we implement a multi-faceted system of tracking, addressing and responding to all customer feedback.

Jarir's customer care system consists of customer surveys, showroom customer service representatives, after-sales servicers, contact center agents and customer relation agents. Their roles are outlined in the figure below, and together, these tools and agents handle issues at every level of the customer experience.

Jarir's Customers Care and Contact Centers manage our unified customer service hotline, all incoming emails and social media interactions. The Customer Care and Contact Center also collects data on Jarir's customer care performance regarding customer requests, complaints, follow-ups, resolutions and other customer care metrics. Our Customer Care and Contact Centers also manage CRM Tickets to resolve customers' complaints and requests that can be issued by showrooms, social media channel representatives, email or telephone. The YOY growth exhibited in the table below was driven by new effective customer service policies that have been deployed in the recent years.

In addition to our representative teams, we also have suggestion boxes in all of our showrooms. Suggestions are reviewed daily. Each suggestion receives a response and, if necessary, corrective actions and improvements to our operations. Each month, the results and recommendations are compiled into a monthly scorecard to be reviewed by senior management and internal marketing professionals.

The results of these customer care measures are continuously monitored and assessed to optimize performance and ensure customer satisfaction.



Customer care



Customer Engagement

Our customers are the driving force of our business success. Therefore, we continuously engage with our customers to better understand their needs, enhance customer experience, express appreciation and foster long-term relationships with our brand.

In addition to the customer care measures described above, we continuously engage with our customers through showroom events, social media campaigns and various creative experiences for our customers to enjoy. We engage with customers through art tutorials and other helpful content relevant to the Jarir brand.

We also provide unique experiences to our customers through the introduction of experiential zones in showrooms such as our Apple Shop in Shop, Huawei.

1,008

Dedicated experience zones in all showrooms

71

Brands are participating in in-store experience zone



Social Media Outreach

Jarir leverages social media platforms to remain relevant and engaged with our customer base. We enhance our social media presence through social media campaigns, contests and content such as educational videos. In addition, we use social media to maintain an ongoing dialogue with our customers.



182,964

social media replies to customers



525,784

messages from customer were handled

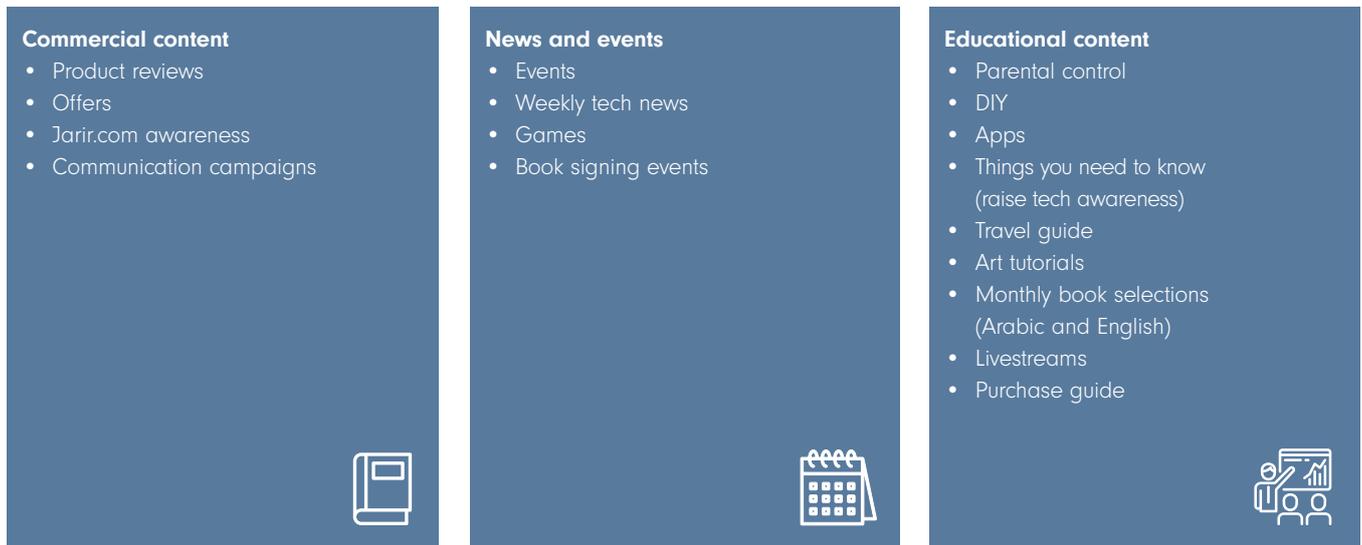
In 2019, Jarir achieved a 100% response rate per day on social media. Our social media presence is outlined in the figure below.

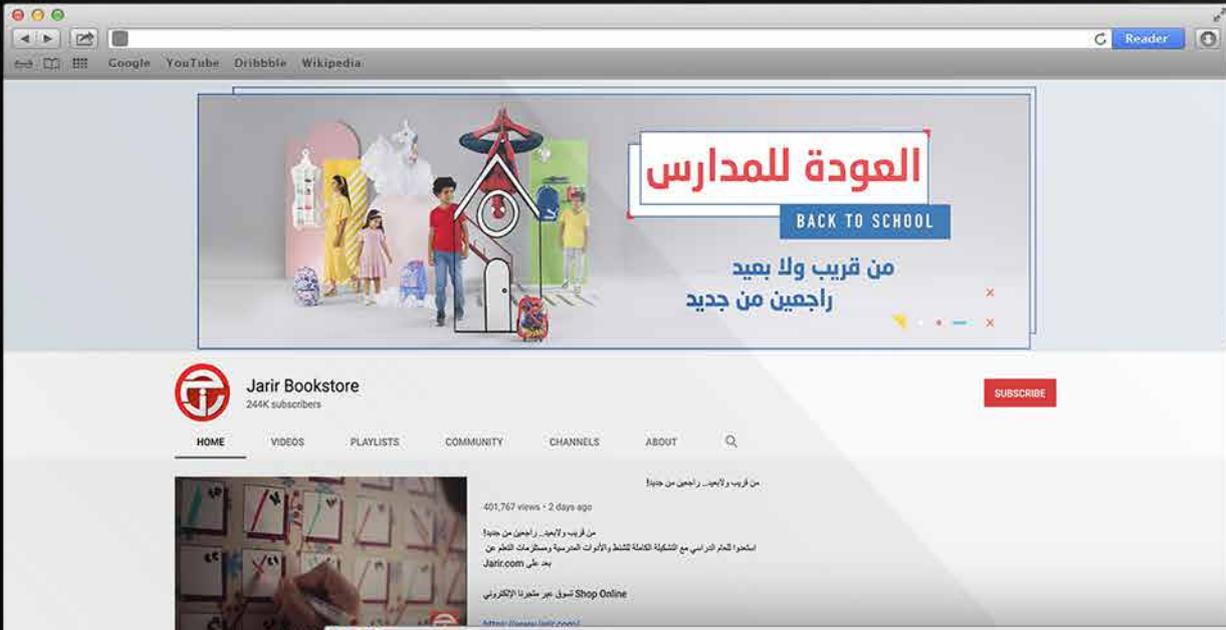


In 2019, Jarir produced and published 361 YouTube videos covering the following areas:

72%

increase in the no. of video content produced





Jarir Bookstore
244K subscribers

SUBSCRIBE

HOME VIDEOS PLAYLISTS COMMUNITY CHANNELS ABOUT Q



من قريب ولا بعيد راجعين من جديد
401,762 views · 2 days ago
من قريب ولا بعيد راجعين من جديد
استخدموا القلم في راسي مع الشبكة الكاملة للشبكات والأقلام العصرية ومستلزمات التعلم من Jarir.com على Jarir.com
Shop Online تولى عبر متجرنا الإلكتروني

Uploads PLAY ALL

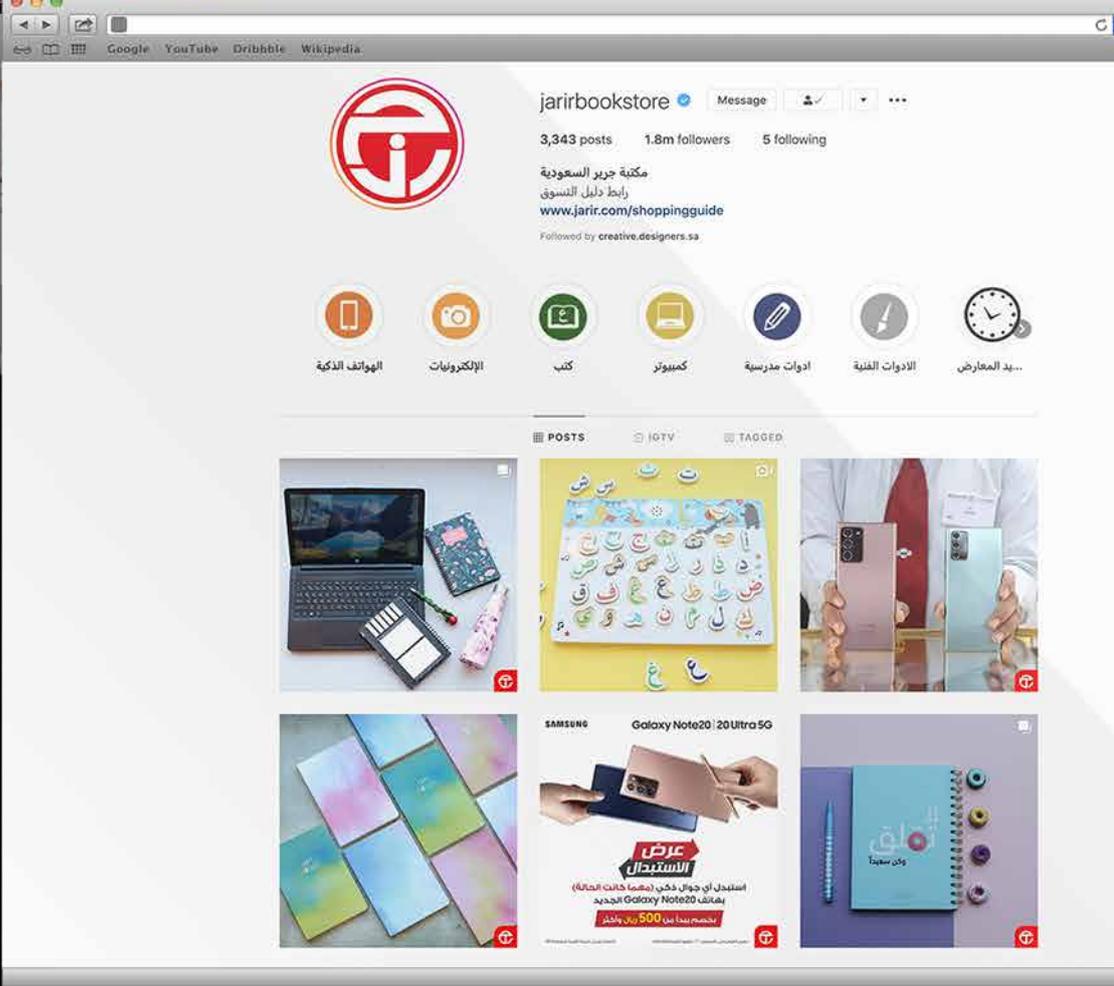


The Button زر
779 views · 16 hours ago

متجر جارير الإلكتروني Jarir.com



مطابق الحجم
الإلكترونية
المتجر الإلكتروني



jarirbookstore Message

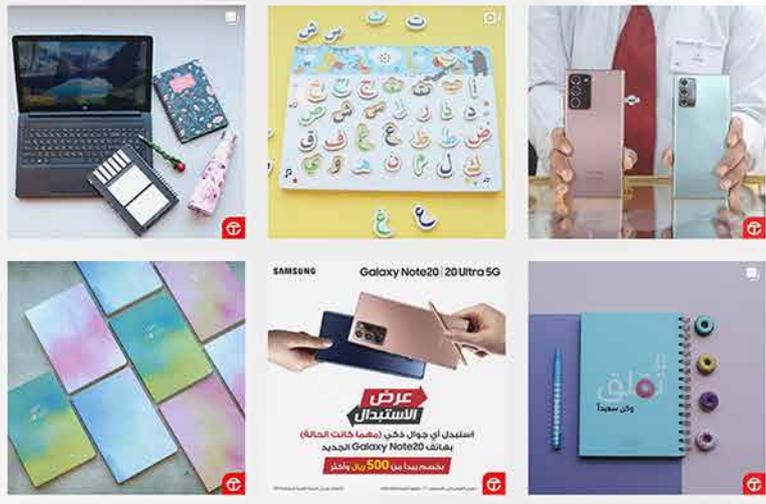
3,343 posts 1.8m followers 5 following

مكتبة جريو السعودية
رابط دليل التسوق
www.jarir.com/shoppingguide

Followed by creative.designers.sa

- الهواتف الذكية
- الإلكترونيات
- كتب
- كمبيوتر
- أدوات مدرسية
- الأدوات الفنية
- سبب المعارض...

POSTS TAGS





Valuing, inspiring and rewarding talents

1 NO
POVERTY



3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



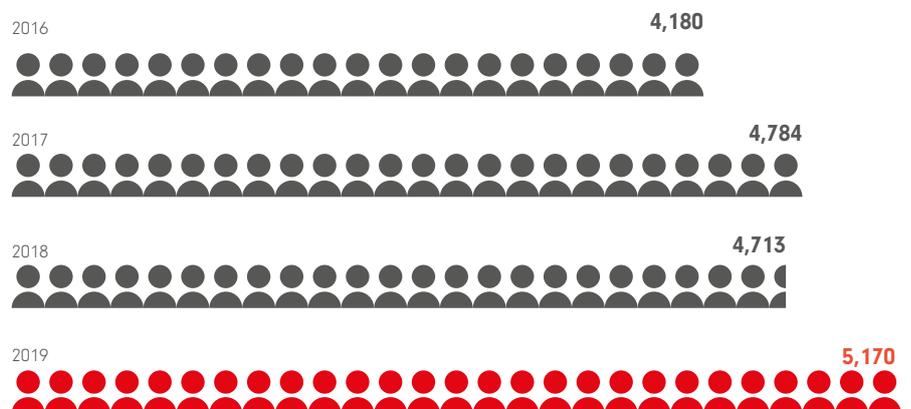
“Our employees are our key assets and they are the engineers who build our dreams into reality”

Abdulkarim Al-Agil
CEO

Jarir is a family and we are committed to the personal and professional development of our people as a both a core responsibility and a strategic business objective. Properly motivating and rewarding the talents of our employees helps us attract and retain top talent and create long-term value for our business. At Jarir, loyalty is a two-way street and as our employees drive business value, we foster employee longevity through supporting wellbeing and career development. We believe investing in our employees is an investment in the future of Jarir.

To optimise and streamline the management of human resources, Jarir plans to digitise all our HR systems and integrate them with other key corporate functions.

Total Workforce (2016-2019)



Employer of Choice

Jarir is committed to be an employer of choice and recruiting and developing the best workforce possible. In order to attract the most talented individuals, we offer competitive pay, benefits and performance incentives.

Jarir offers opportunities based on merit and we value diversity and inclusion. To retain and develop the best employees, we implement industry-leading employee engagement initiatives and reward good performance with career and advancement opportunities. We also help our employees reach their fullest potential through financial incentives, career development and training opportunities.

Diversity, Inclusion and Equal Opportunity

Jarir believes that diversity fosters innovation and we embrace the value of an inclusive work environment. Jarir proudly employs a workforce of 27 different nationalities, 53 percent of which are Saudi nationals. Youths (< 30 years old) represent 56 percent of our workforce and we are proud to provide younger generations with meaningful work. We currently employ 34 females, representing 13% of our head office and management. We seek to increase the percentage of female employees in an effort to fight discrimination and promote equal employment opportunities regardless of gender, religion, race or ethnic background.

Employee Engagement and Satisfaction

High levels of employee engagement and satisfaction are crucial to our long-term success. To ensure our employees are being properly engaged and satisfied, we conduct an annual employee satisfaction survey. This survey helps us gain insight into employee perspectives and make sure they are being properly fulfilled and motivated to their fullest potential in their careers. Employees are encouraged to provide honest feedback to enable senior management to best address issues and accommodate their needs in their actions plans.

In addition to our efforts to understand and serve the needs of our employees, we further engage them through entertaining experiences and motivate them with various incentive programs. Examples of entertaining engagement activities include our Annual Sports Programs (Basketball, Cricket and Football), weekly department breakfasts (every Thursday) and "Istrahe," which is a quarterly party for each showroom. These programs are designed to improve moral and build relationships between our employees.

To motivate and develop our employees, we offer an Employee of the Month Program, coaching programs and regular meetings on a weekly, annual and ad hoc basis. All employees also receive regular performance reviews where their performance is evaluated, feedback is collected and career goals and objectives are put in place.

To show our appreciation and further boost morale, we offer flexible work hours, telecommuting when feasible and enable a work/life balance that allows employees to spend time with their families and enjoy good weather. At least twice a year, Jarir provides its employees with an unannounced half day leave to encourage them to enjoy good weather with their families or enjoy outdoor activities. In 2014, Jarir implemented its work from home model to enable flexible working hours. To facilitate the program, we created a work from home guide, provide employees with weekly plans and follow ups and help employees attain laptops and internet.

56%

youth employment



27

different nationalities represented in workforce

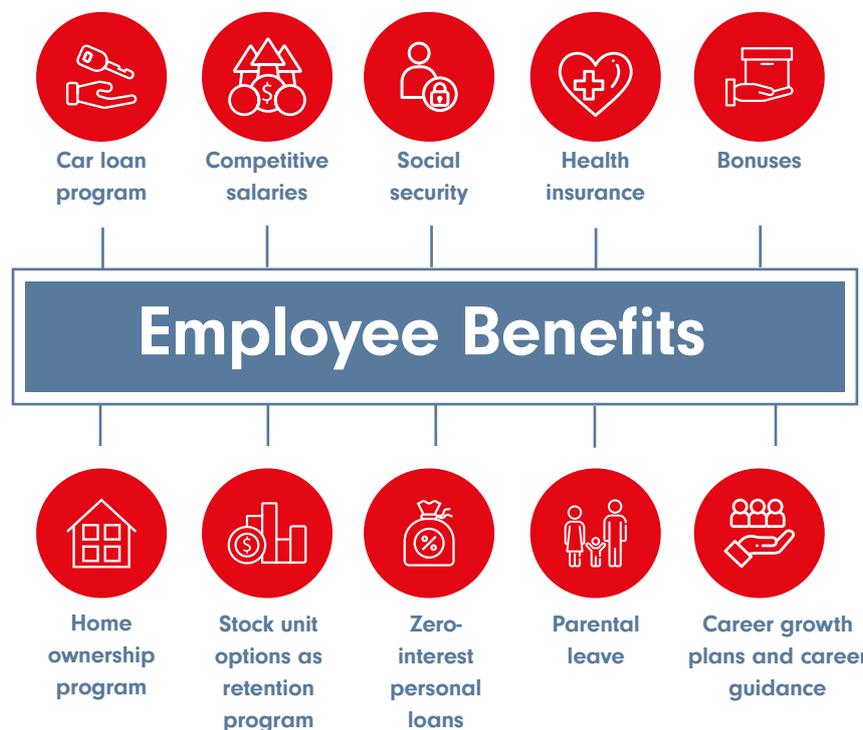


Benefits and Compensation

Offering competitive compensation and benefits is central to achieving our goal to grow and develop the best and happiest workforce in the industry. All Jarir employees receive competitive salaries, medical insurance, annual bonuses, monthly sales incentives (if applicable), 30 days paid annual leave and exam leave. Our fulltime employees enjoy these benefits in addition to job training, 5-day work weeks and the option to participate in our Phantom Stock Program. In addition, Star employees receive career guidance and growth plans.

Eligible Jarir employees receive 10 weeks of maternity paid leave and 3 days of paternity leave. In addition to paid maternity leave, new mothers are also eligible for an additional month of unpaid maternity leave. To further accommodate our maternal employees, we offer new mothers one hour of personal time per day for a period of up to 2 years after giving birth.

Additional employee benefits include zero-interest personal loans and the offer to participate in our Stock units Options (Long term 5-year program), Home Ownership Program and car loan program.



Attraction and Retention

The ability to attract and retain the most talented employees is one of our top priorities and a prerequisite to developing our industry-leading workforce. In 2019, Jarir experienced significant growth by hiring 2,346 talented new employees who now represents 45 percent of our current workforce. 89 percent of these new hires were between the ages of 18-30.

High rates of retention not only create business value and reduce recruitment costs, but also has significant benefits to employee morale, corporate culture and the quality dependable careers of our employees. We are very proud of our consistently low turnover rates for our senior and middle managers, which were 0 and 6 percent respectively in 2019.

2,346 
new hires

89% 
of new hires were between the ages 18-30

Training and Development

At Jarir, we are the sum of our employees and we consider investments in the training and development of our workforce to be - investment in the future value of Jarir. We use training and development resources to ensure that our employees are poised for professional development and are well equipped to serve our customers and uphold our values.

In 2019, we delivered 64,136 training hours to our employees. This represented an average of 12.4 hours of training per employee, a threefold increase compared to 2018. Most of our training focuses on preparing showroom staff to provide the highest levels of customer care. As evidenced by our 2019 performance, we recently increased our focus on employee training and shifted training focus towards cross selling both products and knowledge.

In addition, we provide training to allow advancing employees to take on more responsibilities, refine professional skills and stay abreast of new industry and regulatory developments.

There are several training programs offered to Jarir employees. First, each new employee receives introductory onboarding training where they learn about Jarir policies, operations and their personal responsibilities within the company. In addition, all employees receive Trust Service Loyalty sales training program (TSL) twice per year. For our showroom managers (Massars), we provide a Showroom Managers Program as well as evaluations with feedback from supervisors. For those moving up within the company, we offer a fast track (2-year) management trainee program as well as a Development & Leadership Program to prepare employees for new professional challenges and responsibilities. No matter what your role and future is at Jarir, we equip our employees with the what they need to achieve success.



64,136

training hours provided to employees



X3.3

increase in average training hours per employee compared to 2018

Health and Safety

At Jarir, we foster a culture of health and safety to help ensure the physical and mental wellbeing of our stakeholders. To achieve our ongoing target of zero health and safety incidents, we implement industry best practices as well as internal policies and procedures designed to maximize health and safety throughout our operations.

To ensure that our employees are well prepared to safeguard health and safety, Jarir provides the appropriate training and awareness campaigns. Our approach to health and safety is to prevent incidents before they occur. As such, we have dedicated health and safety personnel and a Compliance Team to provide working conditions that are optimized for health and safety.

Our most important resource is our people, and to help ensure their health and wellbeing, we have recently established the Jarir Employees' Medical Services program to provide medical services as necessary.

Benefits of Jarir's medical services program:



Save Time



Convenient



Zero Deductible



Office Clinic



In-Home Treatment

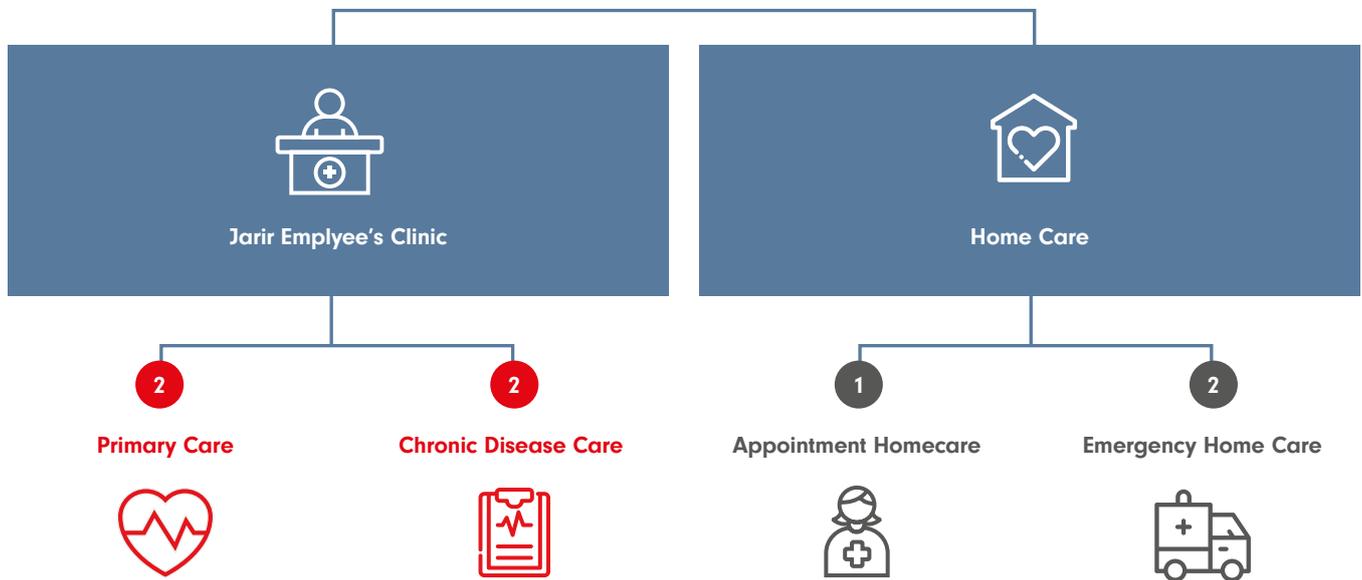


Prescriptions & Medical Refill

The Jarir Employees' Medical Services program consists of two main options: Home Care or Jarir Employees Clinic (onsite at Jarir facilities). The clinical option is a Certified Clinic inside Jarir offices, which is staffed by an outsourced hospital doctor and nurse. The Jarir Employees Clinic offers walk-in healthcare free to all Jarir employees. There are clinics already operating at the main Riyadh facility.

For employees who may need medical home visits, our Home Care program offers convenient and free (covered by insurance) medical services at their residence. Employees also have the option to schedule medical home visits on the behalf of their family members. This service is currently offered in 4 cities across Saudi Arabia (Riyadh, Mekkah, Medina and Jeddah).

Jarir Employee's Medical Service



To protect the safety of Jarir stakeholders, we implement several safety programs, policies and procedures designed to prevent all avoidable incidents and promptly respond to unavoidable incidents. Regular safety procedures include fire drills and fire safety training supported by the Services and Maintenance Department and Training Departments, preventative electrical maintenance at all locations, safety awareness signage and guidance when and where necessary, providing personal protective equipment when

necessary and conducting periodic audits against Jarir safety standards for all applicable locations. To complement these procedures, Jarir has drafted a manual for potential fire, health, safety and environmental incidents.

Jarir also implements programs to ensure compliance with all regularity requirements. Jarir thoroughly reviews all health and safety incidents and non-compliances to ensure the continual improvement of our management processes. When necessary, we

implement corrective measures and develop new or improved preventative measures.

Jarir considers comfort in the workplace to be a key aspect of employee wellbeing. As such, we implement measures to improve comfort such as providing a comfortable temperature, daylight exposure, ergonomic furniture and increasing the presence of plants in our offices.

Nationalization

Jarir is committed to generating meaningful employment and prioritising local talent. As of yearend 2019, 53 percent of our workforce consisted of Saudi nationals. That value was even higher for members of senior management, which consisted of 73 percent Saudi nationals. Our goal is to gradually increase nationalization rates by continuing to prioritise local candidates.

Jarir's Massar, Post Graduate Internship Program and Management Training are our flagship nationalization programs for recruiting local candidates.

73%

of senior management
hired from local community



53%

Saudization



Managing environmental impacts

Jarir is committed to minimising negative environmental impacts throughout our operations and supply chain. Further, we believe the changing global environment will bring new emerging business risks and opportunities. Therefore, our commitment to environmental responsibility is aligned with our business strategies to adapt to new environmental circumstances and foster a transition to a sustainable future. We operate under the understanding that innovating business models for resource efficiency and impact minimisation will ultimately drive long-term value creation, risk mitigation and market differentiation. Jarir aims to be a catalyst for a better world. As such, we have identified four key areas where we feel we can make the greatest environmental impact: fight climate change and reduce carbon emissions through energy optimisation and sourcing renewable energy; reduce the environmental footprint of our customers through sustainable products; extending the life of technology through e-recycling programs; and strict adherence to all applicable environmental regulations.

13 CLIMATE ACTION



Energy and Climate Change

Jarir understands that climate change is one of the greatest threats to humanity. As an industry leading corporation, we have an ethical responsibility to minimize carbon emissions.

Further, we have a responsibility to all our stakeholders to implement business strategies to remain competitive in a low-carbon future. Such strategies will also make us well positioned cut energy costs and adapt to emerging risks and regulations. As such, energy management and emissions reduction are amongst our top environmental priorities.

To achieve our energy and climate goals, we continuously monitor our performance, assess new risks and opportunities and use the results to further improve energy management.

Renewable Energy

Renewable energy production is becoming increasingly efficient and cost effective, making it both environmentally and financially beneficial. The business case is especially attractive for onsite solar PV in the middle eastern retail industry, which is characterized by an abundance of sunshine and roof space. To capitalise on these

trends, Jarir is placing increased focus on investing in renewable energy, especially solar PV. We are currently pilot testing rooftop solar PV arrays at our Riyadh City location. We expect the pilot project to prove the business case and to roll out solar PV projects at other locations accordingly.

Rooftop solar PV

arrays pilot testing in Riyadh



Energy Efficiency

Optimising energy consumption is a core aspect of our strategies to reduce greenhouse gas as well as reduce energy costs. In an effort to increase the energy efficiency of our operations, we have made a serious of upgrades to our showrooms, warehouses and main offices. Such measures include transitioning all showrooms to LED lighting (100 % achieved), replacing over 50,000 bulbs and reducing electricity consumption (measured in kWh) by 40 percent; replacing 50 AC unites with models that are 12 percent more energy efficient; and planning to implement automated energy management technologies such as motion sensors and light timers. In

addition to these efforts, Jarir is continuously monitoring our performance and assessing new opportunities to improve energy efficiency.

Due to considerable growth this year, there was a slight increase in energy consumption and intensity, however, we are committed to long-term improvements to our operational energy management. In the past few years, Jarir has undergone considerable geographic expansion and increased the number of showrooms in 2019 by 6 showrooms which represent an approximate 9% increase in energy consumption.

100%

of All Jarir showroom converted to LED lighting



40%

reduction in electricity consumption



Water Consumption

Jarir operates in a water scare region and understands that water scarcity is likely to be exacerbated by global trends such as climate change and increasing demand.

Therefore, we are committed to continuously monitor, manage and improve our water consumption rates. In 2018 & 2019, we installed water efficient faucets and fixtures in our facilities and showrooms. To further improve water efficiency, we recycle greywater and use it to irrigate landscapes, and will monitor the resulting demand reductions going forward. Jarir continuously assesses new cost-effective opportunities to improve water efficiency and plans to install rainwater tanks on new buildings to capture and use rainwater.

In addition to these efforts, we perform regular leak testing and preventative maintenance on our plumbing system.

Jarir complies with all building codes related to water efficiency such as water pressure controls on all buildings.

Despite these efforts, our total 2019 water consumption has increased by 3.4 percent compared to 2018. This increase was due to the addition of new showrooms and branches. We are committed to continual monitoring and long-term water efficiency improvements in the future.

3.4%



increase in water consumption due to 52% expansion in showrooms since 2015.

Recycle



greywater for irrigation

Materials

Jarir strives to be a lean company and to continuously improve the resource efficiency of our operations. To progress towards this ambition, we implement several programs and initiatives to reduce, reuse and recycle materials.

Our largest waste stream is paper products, and therefore, this is the primary focus of our waste reduction efforts. Such efforts and measures include but are not limited to reusing warehouse boxes; recycling paper and cardboard; measuring and managing printing paper through a Printing Management Service (PMS); and seeking to procure only forestry and recycled content certified paper products. We are also in the process of replacing all flyers, banners and posters in showrooms with screens. Going forward, we plan to implement paperless transactions to reduce paper consumption by 50 percent.

Jarir's paper consumption has increased since 2016 due to significant operational expansion, however we continue to work hard to improve paper efficiency through our waste reduction initiatives. In addition to our efforts to reduce waste, we have installed water filters to reduce the use of single-use plastic water bottles and opt to recycle and refurbish all materials in lieu of landfilling whenever possible.

Reduced single use of plastics



by eliminating plastic water bottles

Electronic Recycling and Trade-Ins

Jarir believes in a circular economy and recognizes the growing global issue of e-waste. In an effort to address this issue, we have established an electronics recycling program that diverted 18,000,000 SAR worth of electronics from landfilling in 2019 and returned it back into the economy. The program salvages the parts of discarded electronics to be shipped and sold outside of KSA by our contracted partner.

We further our efforts to keep older electronics out of the landfill through our trade-in program. This program allows customers to get value through trading in used products that are still in good condition and use the value towards upgrading their laptops and mobile devices. This helps give a second life to used products while increasing the affordability of new products. In 2018, Jarir partnered with Samsung on two collaborative trade-in programmes. Samsung trade-in programs have helped them with waste recycling and collect waste products.



80%

increase vs 2018

Diverted

18 mill.
SAR

worth of electronics from landfilling

Environmental Awareness

Jarir believes that a transition to a sustainable world requires a collective effort, and such an effort will require spreading environmental awareness and education. Our vision to spread environmental awareness is aligned with the Saudi Vision 2030.

In 2018, we launched our "Do not underestimate. Our environment deserves it" awareness campaign, which focused on biodegradable plastics. In 2018, Jarir was recognized for its environmental awareness efforts by the Conformity and Quality department of the Saudi Standards, Metrology and Quality Organization (SASO).

Performance Data

Responsible business operations

Board of Directors	2017	2018	2019	
Executive members of the Board of Directors	37.5%	37.5%	37.5%	
Non-executive members of the Board of Directors	25%	25%	25%	
Independent members of the Board of Directors	37.5%	37.5%	37.5%	
Non-independent members of the Board of Directors	62.5%	62.5%	62.5%	
Ethics	2017	2018	2019	
Training on anti-corruption (number of employees)	628	256	-	
Business ethics concerns raised	0	0	0	
Code of conduct and company values training courses conducted	39	12	165	
Number of employees attended code of conduct and values training	535	153	5,043	
Grievances	2017	2018	2018	
Number of grievances filed in the reporting period	4	17	17	
Number of these grievance addressed or resolved	4	17	17	
Economic Performance (SAR '000s)	2017	2018	2018	
Revenues	6,941,935	7,361,723	8,424,512	
Region	2018		2019	
	Sales (Million SAR)	Net Profit (Million SAR)	Sales (Million SAR)	Net Profit (Million SAR)
KSA	6,908.9	913.7	7,860.1	886.2
Egypt and other countries in the gulf	452.8	46.3	564.4	98.5
Total	7,361.7	960.0	8,424.5	984.7
Marketing and Labeling	2017	2018	2019	
Incidents of non-compliance concerning product and service information and labeling	0	0	0	
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	0	0	0	
Data Privacy	2017	2018	2019	
Total number of substantiated complaints received concerning breaches of customer privacy	0	0	0	
Total number of identified leaks, thefts, or losses of customer data	0	0	0	
Local Procurement	2017	2018	2019	
Total number of suppliers engaged	1,090	1,252	1,416	
Total number of local suppliers engaged	361	384	427	
Total procurement spending (billion SAR)	5.74	6.22	7.27	
Procurement spending on local suppliers (billion SAR)	1.22	3.07	4.46	
Percentage of spending on local suppliers	21%	49%	61%	

Working together

	2017	2018	2019
Number of titles published	216	353	358
Donations and sponsorships (000 SAR)	201	66	837

Customers

Sales per region	2017	2018	2019
Central KSA	2,302,340,667	2,351,242,318	2,708,064,151
Eastern KSA	1,107,765,162	1,124,062,763	1,265,813,399
Western KSA	1,175,712,743	1,225,573,656	1,343,125,570
Remote* KSA	1,199,477,439	1,467,030,565	1,759,396,761
KUWAIT	98,343,277	115,109,298	111,831,716
QATAR	305,114,059	292,679,477	301,378,015
UAE	49,811,821	42,472,270	48,362,613

* Remote areas are: Jazan, Khamis mushait, Taif, Madinah, Yanbu, Tabuk, Hafer Albatin, Hail, Buraidah and Onaizah

Customer Satisfaction	2017	2018	2019
Overall customer satisfaction (%)	98%	-	-
NPS *	-	46	46

*Jarir launched the NPS as a new survey tool in 2018 only.

YoY Growth	2017	2018	2019
CRM Tickets	22,888	31,063	39,909
Calls	374,251	540,750	609,462
Emails	34,891	36,074	83,051
	2017	2018	2019
Social Media Replies	192,791	178,453	182,946

People

Workforce Overview	2017	2018	2019
Total workforce (excluding trainees, students and outsourced staff)	4,784	4,713	5,170
Senior management employees	11	11	11
Middle management employees	113	110	116
Non-management employees (staff)	4,660	4,592	5,043
Workforce by Age and Gender (excluding trainees, students and outsourced staff)	2017	2018	2019
Employees age 18-30	2,548	2,562	2,875
Employees age 31-50	2,025	1,956	2,095
Employees age 51+	211	195	201
Male employees	4,753	4,679	5,128
Female employees	31	34	42
Nationalities	2017	2018	2019
Number of nationalities	25	27	27
Employee Engagement	2017	2018	2019
Employee satisfaction score	87%	90%	-
New Hires and Turnover	2017	2018	2019
Total New employee hires:	2,403	1,951	2,346
Total new employees by age:			

Age 18-30	2,120	1,789	2,076
Age 31-50	279	158	266
Age 51+	4	4	4
Employee turnover (voluntary and involuntary)			
Age 18-30	68%	69%	62%
Age 31-50	12%	11%	12%
Age 51+	6%	10%	6%
Male	40%	42%	38%
Female	69%	55%	47%
Senior management	0%	0%	0%
Middle management	5%	7%	4%
Non-management employees	41%	44%	39%
Employee turnover (voluntary and involuntary) (%)	40%	43%	38%
Employee turnover (voluntary)			
Age 18-30	37%	45%	39%
Age 31-50	10%	10%	12%
Age 51+	6%	9%	8%
Training	2017	2018	2019
Total training delivered (hours)	3,708	19,476	64,136
Total training delivered (hours) by employment category:			
Senior management employees	12	33	48
Middle management employees	162	729	1,840
Non-management employees	3,534	18,714	62,048
Total training delivered (hours) by gender:			
Male employees	1,223	6,478	61,648
Female employees	39	42	400
Average training per employee (hours)	0.8	4.1	12.4
Average training hours delivered (hours) by employment category:			
Senior management employees	1.1	3	-
Middle management employees	1.4	6.6	-
Non-management employees	0.8	4.1	-
Average training hours delivered (hours) by gender:			
Male employees	0.8	4.2	-
Female employees	1.3	1.2	-
Nationalization (KSA)	2017	2018	2019
Nationalization of senior management (%)	73%	73%	73%
Nationalization among total workforce (%)	54%	53%	53%
Total number of national employees	2,363	2,298	2,740
Number of female national employees	26	26	26

Environment

Energy *	2017	2018	2019
Electricity consumption within the organization (KWH)	953913.543	1003372.405	1047214.214
Energy intensity (KWH/SQ FT)	0.41	0.43	0.45

* Jarir started monitoring its energy consumption in 2017

Water Consumption*	2017	2018	2019
Water consumption (sqm)	195,357	205,667	212,330

* Jarir estimated its water consumption to its best of its abilities. Bills are received on a yearly basis and in some cases the water bill is shared with several tenants in buildings.

** Jarir started monitoring its water consumption in 2017

Paper consumption	2017	2018	2019
A4 paper	4889500	4918500	-
A3 paper	61500	78000	-

GRI Content Index

This report has been prepared in accordance with the GRI Standards: Core option. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. This service was performed on the English version of the report.

GRI Standard	Disclosure	Page number and/or direct answer	
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	102-1	Name of the organisation	Jarir Marketing Company
	102-2	Activities, brands, products and services	9-10
	102-3	Location of headquarters	Riyadh, Saudi Arabia
	102-4	Location of operations	10
	102-5	Ownership and legal form	Jarir Marketing Co SJSC is a Saudi Arabia-based joint stock company engaged in the wholesale and retail trade. The Company's subsidiaries include United Company for Office Supplies and Stationeries WLL, Jarir Trading Company LLC, United Bookshop, Jarir Bookstore and Jarir Egypt Financial Leasing Co SAE.
	102-6	Markets served	9-10
	102-7	Scale of the organisation	6,7, 9,10
	102-8	Information on employees and other workers	51, 63, 64
	102-9	Supply chain	31
	102-10	Significant changes to organisation and its supply chain	N/A
	102-11	Precautionary principle or approach	15, 23, 25, 58, 59
	102-12	External initiatives	21
	102-13	Membership of associations	13
	102-14	Statement from the most senior decision maker of the organisation	8
	102-16	Values, principles and norms of behaviour	9
	102-18	Governance structure	24
	102-40	List of stakeholder groups	17
	102-41	Collective bargaining agreements	Trade unions are not allowed in Saudi Arabia
	102-42	Identifying and selecting stakeholders	16-17
	102-43	Approach to stakeholder engagement	16-17
	102-44	Key topics and concerns raised	17
	102-45	Entities included in the consolidated financial statements	Financial statements include the activities of Jarir. No other entity is included
	102-46	Defining report content and topic boundaries	4
	102-47	List all material topics	19
	102-48	Restatements of information	None, this is Jarir's first sustainability report.
	102-49	Changes in reporting	None, this is Jarir's first sustainability report.
	102-50	Reporting period	2019
	102-51	Date of the most recent report	None, this is Jarir's first sustainability report.
	102-52	Reporting cycle	4
	102-53	Contact point of questions regarding the report	4
102-54	Claims of reporting in accordance with GRI Standards	4, 66	
102-55	GRI Content Index	66-68	
102-56	External assurance	This report has not undergone external assurance.	

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 200 Economic Standard Series		
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	26
	103-2 The management approach and its components	26
	103-3 Evaluation of the management approach	26
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	26
Market Presence		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	10
	103-2 The management approach and its components	12
	103-3 Evaluation of the management approach	10
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	64
Indirect Economic Impacts		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	38, 39, 61
	103-2 The management approach and its components	38, 39, 61
	103-3 Evaluation of the management approach	38, 39, 61
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	38, 39, 61
Procurement Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31
	103-2 The management approach and its components	31
	103-3 Evaluation of the management approach	31
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	31, 62
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	25
	103-2 The management approach and its components	25
	103-3 Evaluation of the management approach	25
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	62
Anti-competitive Behavior		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	35
	103-2 The management approach and its components	35
	103-3 Evaluation of the management approach	35
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal actions for anti-competitive behavior, anti-trust and monopoly practices
GRI 300 Environmental Standards Series		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	59
	103-2 The management approach and its components	59
	103-3 Evaluation of the management approach	59
GRI 302: Energy 2016	302-1 Energy consumption within the organization	59, 64
	302-4 Reduction of energy consumption	59
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	60
	103-2 The management approach and its components	60
	103-3 Evaluation of the management approach	60
GRI 303: Water 2016	303-3 Water recycled and reused	60, 65
GRI 400 Social Standards Series		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	51-54
	103-2 The management approach and its components	51-54

GRI Standard	Disclosure	Page number(s) and/or URL(s)
	103-3 Evaluation of the management approach	51-54
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	63
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	55 , 56
	103-2 The management approach and its components	55 , 56
	103-3 Evaluation of the management approach	55 , 56
GRI 403: Occupational Health and Safety 2016	403-4 Health and safety topics covered in formal agreements with trade unions	55 , 56
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54
	103-2 The management approach and its components	54
	103-3 Evaluation of the management approach	54
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	64
	404-2 Programs for upgrading employee skills and transition assistance programs	54
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	52
	103-2 The management approach and its components	52
	103-3 Evaluation of the management approach	52
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	52, 63, 64
Human Rights Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31
	103-2 The management approach and its components	31
	103-3 Evaluation of the management approach	31
GRI 412: Human Rights Assessment 2016	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	31
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	38, 39
	103-2 The management approach and its components	38, 39
	103-3 Evaluation of the management approach	38, 39
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	38, 39
Supplier Social Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31
	103-2 The management approach and its components	31
	103-3 Evaluation of the management approach	31
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	31
Customer Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28
	103-2 The management approach and its components	28
	103-3 Evaluation of the management approach	28
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	28
Marketing and Labeling		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28
	103-2 The management approach and its components	28
	103-3 Evaluation of the management approach	28
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	28
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	29
	103-2 The management approach and its components	29
	103-3 Evaluation of the management approach	29
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	29

Leading with purpose

Sustainability
Report

2019



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