

RSM KUWAIT

# SUSTAINABILITY REPORT 2020



## The Power of Being Resilient

# ABOUT THIS REPORT

(102-3, 102-4, 102-46, 102-53, 102-54)

*RSM Kuwait Sustainability Report 2020 "The Power of Being Resilient"* is the second of its kind for RSM Albazie & Co., herein referred to as RSM Kuwait. The scope and boundary of the report covers RSM Albazie & Co. operations in Kuwait. The reporting period is from January 1, 2020 to December 31, 2020. The report has been prepared in accordance with the core option of Global Reporting Initiative (GRI) standards, meaning that core standards have been disclosed.

In case of any feedback or inquiries, please contact us through the following:

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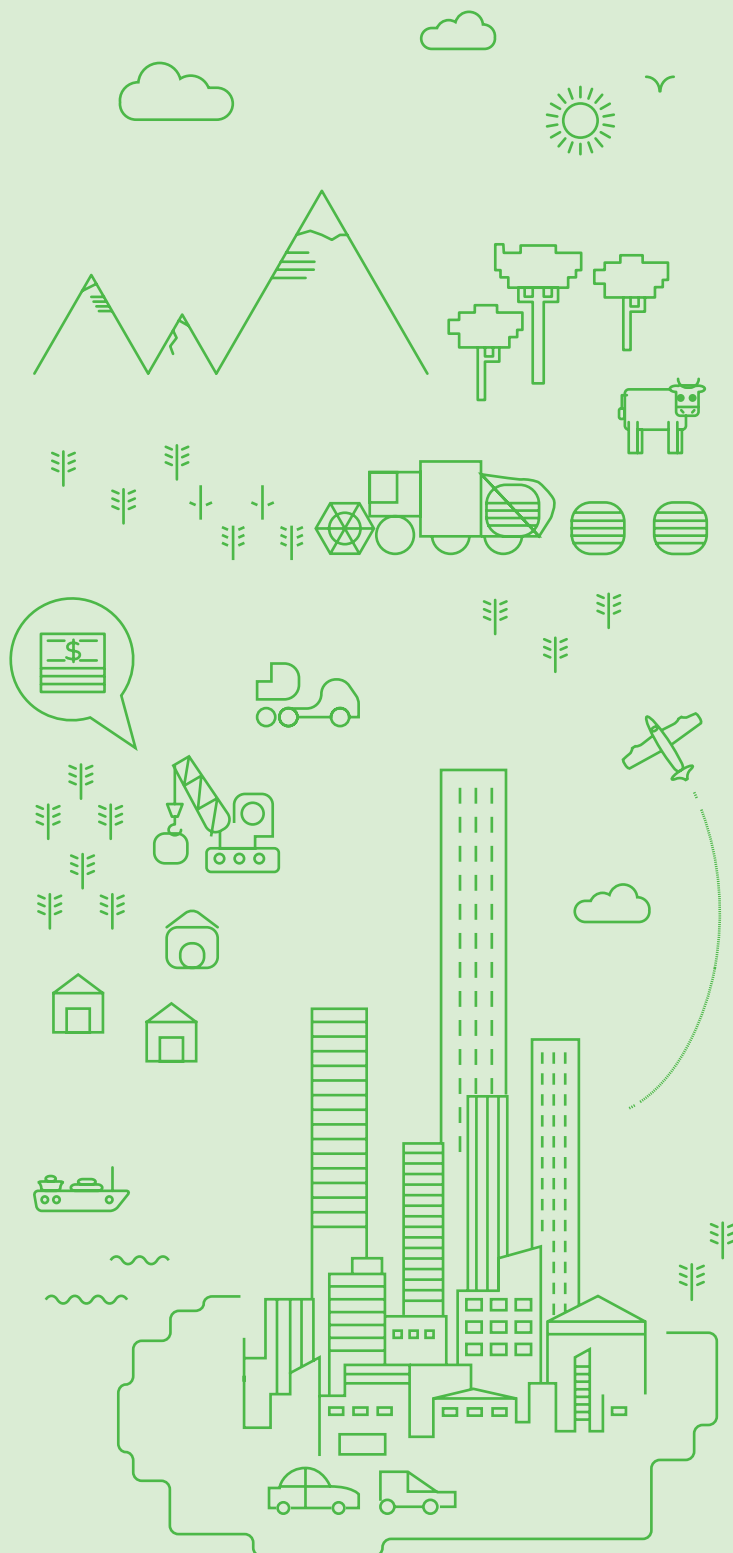
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“REPORTING OUR SUSTAINABILITY PERFORMANCE IN THIS REPORT IS BRINGING VALUE TO THE FIRM, AND ENHANCING THE OPERATIONAL EXCELLENCE, AS WELL AS THE CLIENT EXPERIENCE.”

# Sustainability — at a glance



**3** ISO Certifications

Number of quality certifications



**894,322**  
Sheets of Paper

Paper-saving through digitization



**30**

Number of Interns



**25**

Number of new colleagues hired



**23% Decrease**

Percent change of number of colleagues turnover



**14.3%**

Kuwaitization at managerial level rate



**KD 2,538**

Investment into health and safety



**77%** Local Suppliers

Procurement expenditure rates — local suppliers



**23%** Foreign Suppliers

Procurement expenditure rates—foreign suppliers



**18** Kuwaiti Colleagues

Kuwait nationals employment



**0** Injury

Number of occupational injuries



**7%** Increase

Percent change in social media followers



**1,514** MT CO<sub>2</sub>e

Greenhouse gas (GHG) direct emissions (Scope I: 27, Scope II: 1,480, Scope III: 6.5)



**4,389** Hours

Total training hours



**14** Publications

Number of insight awareness publications



**53** MT CO<sub>2</sub>e

Greenhouse gas (GHG) emissions avoided through digitization



**0**

Number of data leaks



**KD 26,705**

Community contribution



**1,596** Kgs

Weight of paper recycled



**0**

incidents of corruption or bribery

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# Message from the Chairman

(102-14, 102-26, 102-27, 102-32)



“

RSM Kuwait has delivered a powerful performance in 2020, and has continued its excellent record of efficient and top-quality sustainability progress.

”



On behalf of the management of RSM Kuwait, I am pleased to present our 2020 Sustainability Report, “The Power of Being Resilient”. We are proud to be publishing a sustainability report for the second year in a row. At RSM Kuwait, our commitment to sustainability is driven by our main values, as we commit ourselves to promoting the sustainable development of our Firm and business practices, including our emphasis on our stakeholders' priorities.

The year 2020 was a challenging one due to the COVID-19 pandemic, which is likely to continue to have impacts on the economy and society now and in the near future. While there were many obstacles, there were also several opportunities. Therefore, I am delighted to report that RSM Kuwait has delivered a adequate performance in 2020, and has continued its record of top-quality sustainability progress.

Transparency is one of our main commitments when developing our sustainability report; we have given details and updates of RSM's sustainability performance and activities. RSM's 2020 Sustainability Report is designed for our broad range of stakeholders, including management, colleagues, and clients. The report is structured to provide highlights and goals within RSM's 6 Sustainability Focus Areas:

- Exhibiting Excellent Governance
- Having a Positive Environmental Impact
- Excelling at the Marketplace
- Caring for our Workplace
- Engaging with Our Community
- Advancing Innovation and Digitization

Sustainability cannot be established without the existence of shared values between the business and our external and internal stakeholders. Therefore, we continued to emphasize this importance by integrating the stakeholders into the sustainability reporting process. Additionally, we were able to identify and prioritize the material issues that are important to both internal and external stakeholders.

RSM Kuwait will continue to demonstrate our 6 Sustainability Focus Areas through encouraging teamwork between internal stakeholders while ensuring the work integrity. We will also continue to advance on the road to corporate sustainability and contribute to the positive development of the overall environment, society, and governance (ESG).

This is only a glimpse into our key performance areas, impacts, and contributions, among others. For more details, I encourage you to read our sustainability report, and welcome any feedback, comments, suggestions, or inquiries that you may have.

**Dr. Shuaib A. Shuaib**  
Chairman, RSM Kuwait

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# Message from the Office Managing Partner


(102-14, 102-26, 102-27, 102-32)



“

At RSM Kuwait, we embrace our responsibility towards the environment and society, which is an important step towards contributing to a greener planet and impactful community. This is further enhanced through our digitization direction.

”



As we look at the year 2020, the unprecedented COVID-19 pandemic is remaining inevitable as a context to consider throughout business activities. RSM Kuwait has been resilient in the face of these global health and economic challenges. This resilience is mainly due to our colleagues, clients, managers, suppliers, and other stakeholders, through exchanging valuable insights and supporting each other.

We have learnt several lessons during this global pandemic, which continues to unfold across our business practices. Firstly, we adapted by being creative, innovative, and proactive in our management and leadership. Secondly, we built and maintained relationships with our clients. Thirdly, we leveraged technology in new ways that helped us sustain as a virtual workplace. Therefore, I would like to present our sustainability report for the year 2020, "The Power of Being Resilient," which elaborates on RSM Kuwait's achievements in sustainability.

#### **Exhibiting Excellent Governance and Services**

Digitization is becoming a key component to maintain sustainable practices in the Digital Era. At RSM Kuwait, we capitalized on most of our digital channels to enhance our clients' experience. The process of digitization and automation was integrated into the business workflow, where it also enhanced time management, effectiveness and accountability.

RSM Kuwait always upholds the interests of its clients, stakeholders, and colleagues by maintaining its high standards of corporate governance and compliance culture.

#### **Caring for our Workplace**

A core element to RSM Kuwait's sustainability strategy is investing in its human capital—mainly through training programs. In 2020, the number of training hours delivered to colleagues reached 4,389 hours. Nationalization at RSM Kuwait is considered a key cornerstone to multiple sustainable dimensions, resulting in 14.3% of Kuwaiti colleagues in managerial levels as a proportion of the total management.

The number of female colleagues in the workforce at RSM Kuwait is evidence of our reporting of gender diversity, as the number of female represents 18% of the total workforce. Furthermore, our work premises cater to the health and safety of our colleagues, including sanitization and social distancing measures; as one result, we did not record or report any accidents at the workplace in 2020.

#### **Social and Environmental Impacts**

At RSM Kuwait, we embrace our responsibility towards the environment and society, which is an important step towards contributing to a greener planet and impactful community. This is further enhanced through our digitization direction.

In terms of our environmental impacts, we successfully avoided 53 MT CO<sub>2</sub>e of Greenhouse gas (GHG) emissions from technology use, and saved 894,322 sheets of paper. Besides these, we recorded our GHG emissions in scope I, scope II, and scope III areas—for a total of 1,514 MT CO<sub>2</sub>e.

Regarding our social impacts, we are always eager to give back to our society through different means, including insight publications (14 publications), knowledge-sharing events and social media.

#### **Excellence through Sustainability**

Looking ahead, as RSM Kuwait approaches its 57th anniversary, we will continue to uphold our 6 sustainability focus areas, strengthen our advantages, and work together with our valuable stakeholders. Additionally, we will continue assessing important sustainability topics as a tool to diagnose our excellence areas, and prioritize their materiality with intensive engagement with our valued internal and external stakeholders.

In closing, we are proud to have continued on our sustainability journey by publishing our second sustainability report in a row in accordance with Global Reporting Initiative (GRI) reporting standards. Throughout our report, we have assessed and disclosed the various ways that we are contributing across the sustainability dimensions, and have embedded into them the Firm's efforts in remaining resilient in the face of COVID-19 challenges. Please contact us with your feedback, any questions or for more information.

**Nayef M. Albazie**

Office Managing Partner, RSM Kuwait

Empowering you  
to face the future with  
confidence



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# RSM Kuwait Overview

Profile and History  
Vision, Mission, Values  
Overview of Sustainability

RSM Kuwait has gone through a long journey ever since its founding in 1963 as Kuwait Auditing Office – Bader Al Bazie & Co. Besides auditing, RSM Kuwait offers a variety of services under the umbrellas of audit, tax, and consulting, catering for clients from a range of sectors. Throughout these operations, RSM Kuwait is aligned and associated with RSM Global, the 6th largest network of independent Audit, Tax, and Consulting Firms.



## 1.1. Profile and History

### Profile:

RSM Albazie & Co. (herein referred to as "RSM Kuwait") was established in 1963 and has been a member Firm of RSM Global since 2003. It is staffed with 198. One aspect that we take pride in is that many of our 198 colleagues have been with the Firm for a long time, reaching back to 1982. The Firm offers various Audit, Tax, and Consulting services. Our clients come from a range of sectors / industries, including, but not limited to, financial services, real estate, retail, healthcare, oil & gas, telecommunications, and automotive, among others.

### Association:

Presently, we are associated with RSM Global, the 6th largest network of independent Audit, Tax and Consulting Firms, covering over 120 countries and in each of the top 40 major business centers in the world. We have combined staff of over 48,000 in over 820 offices across the Americas, Europe, MENA, Africa and Asia Pacific. The network's total fee income is US \$6.3 billion. RSM Global actively engages in promoting and celebrating the very best in entrepreneurship and business leadership, championing the role of the entrepreneur in today's world economy. RSM Global is the lead sponsor and corporate champion of the European Business Awards, promoting commercial excellence and recognizing entrepreneurial brilliance.

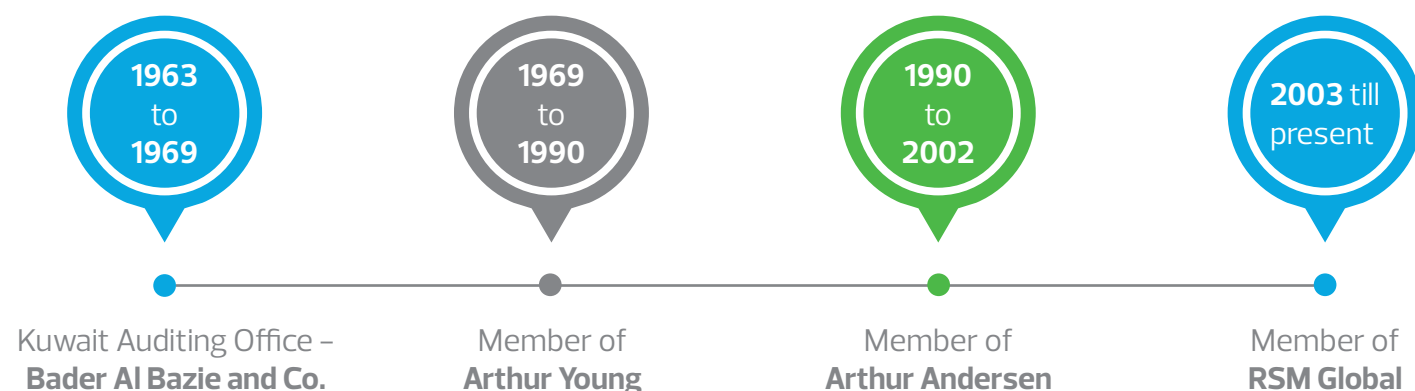
RSM Global is a member of the Forum of Firms, with the shared objective to promote consistent and high-quality standards of Financial and Auditing practices worldwide. RSM Global Limited does not itself provide any Accounting and Consulting services. Member Firms are driven by a common vision of providing high-quality professional services, both in their domestic markets and in serving the international professional service needs of their client base.

### History – RSM Kuwait:

1963 saw the birth of a new Firm: Kuwait Auditing Office—Bader Al Bazie & Co. The assignment of Registration number 1A to the founder of the Firm, Bader Al Bazie, showed the trust that the State of Kuwait had in the founder to develop the Auditing profession and he fully met the expectations.

Over the years, the Firm has associated with international Firms from time to time, as illustrated in Figure 1.1. From 1969 to 1990, the Firm was an associate of Arthur Young. From 1990 to 2002 it was a member Firm of Arthur Andersen. The Firm became a member of RSM Global in 2003.

Figure 1.1: RSM Albazie & Co. Timeline



## 1.2. Vision, Mission and Values

RSM Kuwait operates according to set strategic elements composed of RSM Kuwait's Vision, Mission, and Values, which are shown in Figure 1.2a, and 1.2b, respectively. As shown below, RSM Kuwait's vision statement is in line with RSM Global's vision statement, and RSM Kuwait's mission statement is in line with RSM Global purpose.

The values are shared between both RSM Global and RSM Kuwait. This alignment emphasizes that RSM Kuwait operates in accordance with RSM Global strategy as well, namely in market approach. Furthermore, elements of RSM Kuwait's Mission, Vision, and Values are reflected throughout the sustainability report as they relate to the sustainability focus areas and chapters of the report.

Figure 1.2a: Vision and Mission

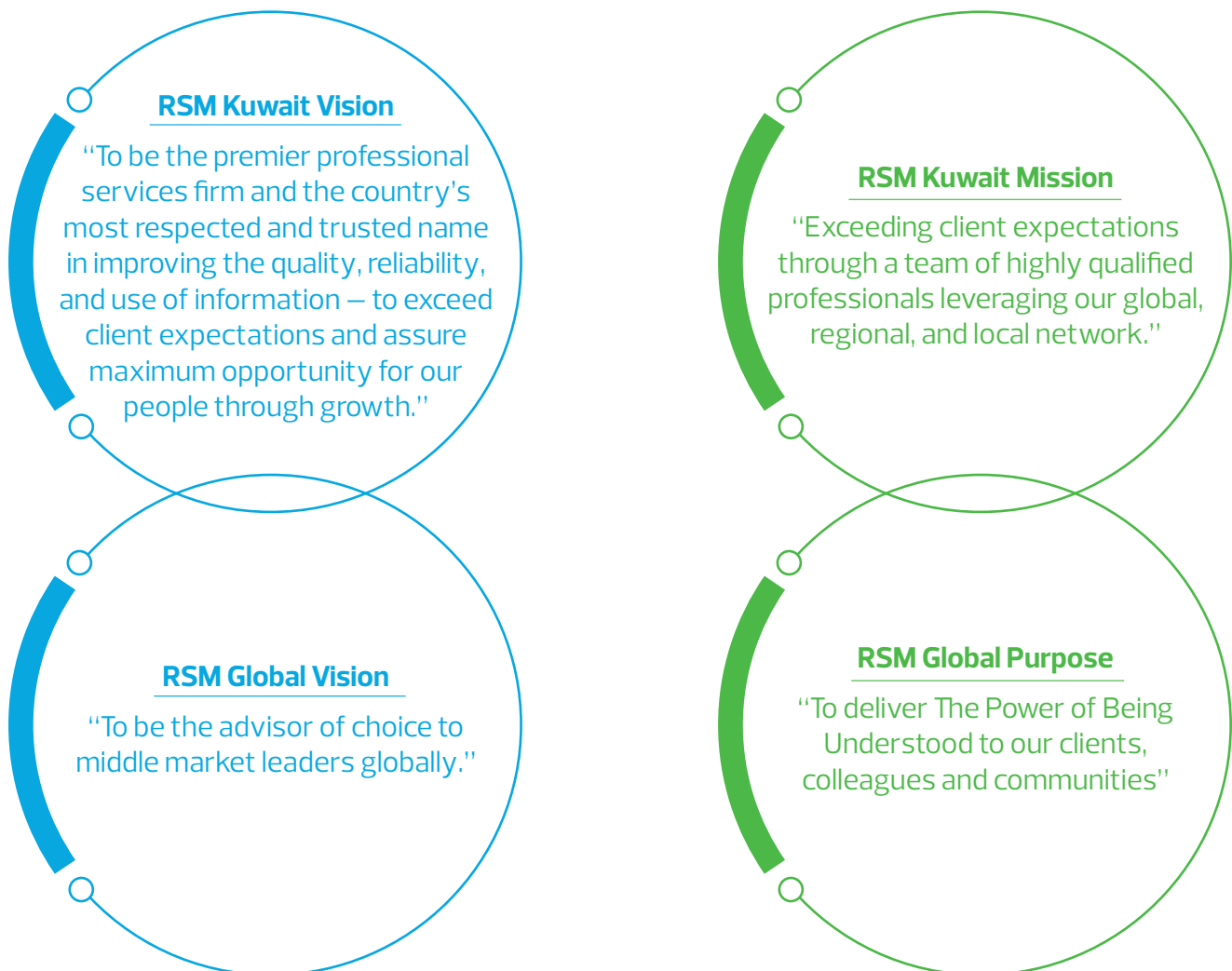


Figure 1.2b: RSM values

**RESPECT****TREAT OTHERS AS WE WOULD LIKE TO BE TREATED**

We display respect in each interaction with:

- clients
- colleagues
- partners

**INTEGRITY****DO THE RIGHT THING**

We stay true to our beliefs:

- in decisions
- in negotiations
- in communications

**TEAMWORK****WORK TOGETHER EFFECTIVELY**

We cultivate genuine collaboration:

- in our work groups
- across member Firms
- across functions
- amongst leaders

**EXCELLENCE****BE THE BEST IN EVERYTHING WE DO**

We achieve distinction through:

- our standards
- our operations
- the work we deliver

**STEWARDSHIP****BETTER OUR NETWORK, MEMBERS AND OUR PEOPLE**

We make RSM a better place by:

- developing our people
- building our brand
- supporting our communities

### 1.3. Overview of Sustainability

Before delving into the core of our sustainability report, the following gives a background on the overall concept of sustainability to illustrate the foundation of our report.

Sustainability is a balancing act through which business decisions take into account the impacts of both financial and non-financial aspects of their performance, and consider those impacts in relation to a business' internal and external stakeholders. The non-financial aspects are often expressed in the form of Environmental, Social, and Governance (ESG) aspects (Figure 1.3a), or in the form of the 4 sustainability dimensions—namely: marketplace,

workforce, community, and environment (Figure 1.3b). There are a number of international and national frameworks and drivers associated with sustainability, which are listed in Figure 1.3c as follows.

RSM Kuwait reflects a number of these sustainability elements throughout this report, starting with the development of 6 sustainability focus areas, illustrated in Figure 1.3d. It is also worth reiterating that the sustainability report has been developed in line with Global Reporting Initiative (GRI) standards, and is in line with certain Sustainable Development Goals (SDGs) and ESG elements.



Figure 1.3a: ESG Pillars

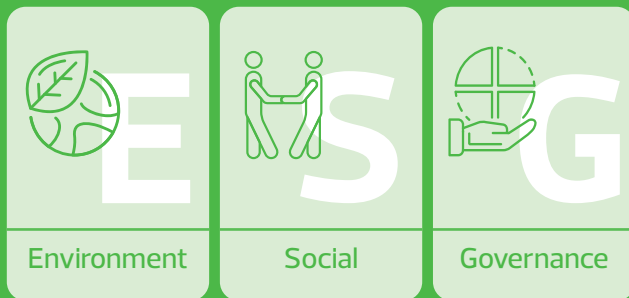


Figure 1.3b: Sustainability Dimensions



Figure 1.3c: Relevant International and National Sustainability Frameworks and Drivers



Figure 1.3d: RSM Kuwait Sustainability Focus Areas





# Exhibiting Excellent Governance and Services

- Robust Governance
- Organizational Structure
- Diverse Services
- Business Continuity and Resilience
- Health and Safety
- Commitment and Responsibility
- Compliance and Ethics
- Technology and Digitization
- Client Experience

## Sustainability Focus Areas:



Excelling at the  
Marketplace



Exhibiting Excellent  
Governance



Advancing Innovation  
and Digitization

## Kuwait National Development Plan (KNDP)

- Global positioning
- Sustainable diversified economy
- Effective public administration



## UN Sustainable Development Goals (SDGs)

- Decent work & economic growth
- Industry, innovation & infrastructure
- Sustainable cities & communities
- Responsible consumption & production
- Peace, justice & strong institutions
- Partnerships for the goals



## 2. Exhibiting Excellent Governance and Services

RSM Kuwait exhibits excellent governance and top-quality services to clients, as reported throughout this section. These are crucial aspects of sustainable development, in line with the sustainability dimension of Marketplace, and the ESG aspects of Governance (G). These elements are further reflected in 3 of the Firm's sustainability focus areas, namely: "Excelling at the Marketplace," "Exhibiting Excellent Governance," and "Advancing Innovation and Digitization."

COVID-19 resilience has been ensured throughout our excellent governance and quality services. This includes efforts to safeguard the health and safety of our stakeholders, ensure that the Firm operates as normally as possible, maintaining client experience in spite of pandemic challenges, complying with regulations, doing business ethically, leveraging on technology to ensure smooth delivering quality work, etc.

Throughout this section, we specifically report on areas that include overall governance, organizational structure, services, economic performance, business continuity and resilience, health and safety, compliance, ethics, technology, client experience, and others. More details on these are found in the following pages.

### 2.1. Robust Governance

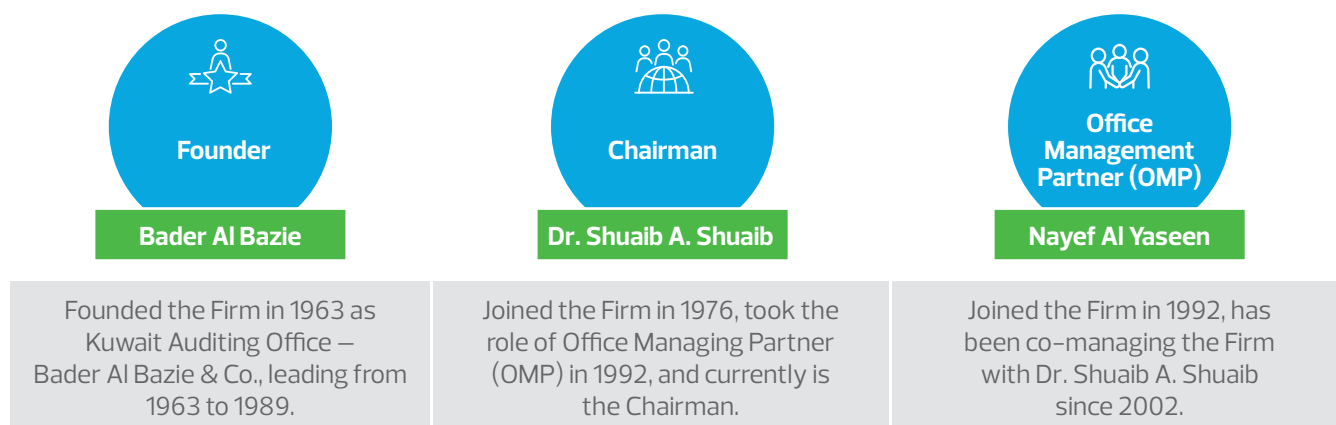
The Firm's Executive Management has a set of pre-defined roles and responsibilities, all of which are outlined in the Roles and Responsibilities Policy. Some of its main roles and responsibilities include overall oversight of the Firm, strategic direction, setting of purpose and values, conducting approvals, and issuing policies.

In ensuring that the Executive Management members and partners are the proper fit, RSM Kuwait considers a number of key performance indicators (KPIs). These KPIs are used as criteria to evaluate and attract the best individuals to various positions, notably for Executive Management members and partners.

The Executive Management meets frequently to ensure that all Firm and client-related objectives and targets are achieved, and to take the relevant corrective course of action when and where required. There is no definite number of meetings per year. The Executive Management meet on a regular basis.

Figure 2.1 presents the 3 members of the top Executive Management, with a brief summary of each one's history with the Firm. Below these 3 members, the Executive Management further consists of 11 leaders, 3 senior directors, 3 directors, and 1 senior manager. Compared to the previous year, there was an addition of one leader in the Tax Division in December 2020.

Figure 2.1: Executive Management Members



## 2.2. Organizational Structure

The overall organizational chart of RSM Kuwait is illustrated in Figure 2.2a below, showing an Executive Management composed of the Chairman, and the Office Managing Partner (OMP).

The Executive Management presides over 4 main divisions: Audit, Tax, Consulting, and Shared Services. In addition to the overall organizational chart, our colleagues' governance positions and roles are cascaded as per the 11 titles illustrated in Figure 2.2b.

Figure 2.2a: RSM Kuwait Organizational Chart

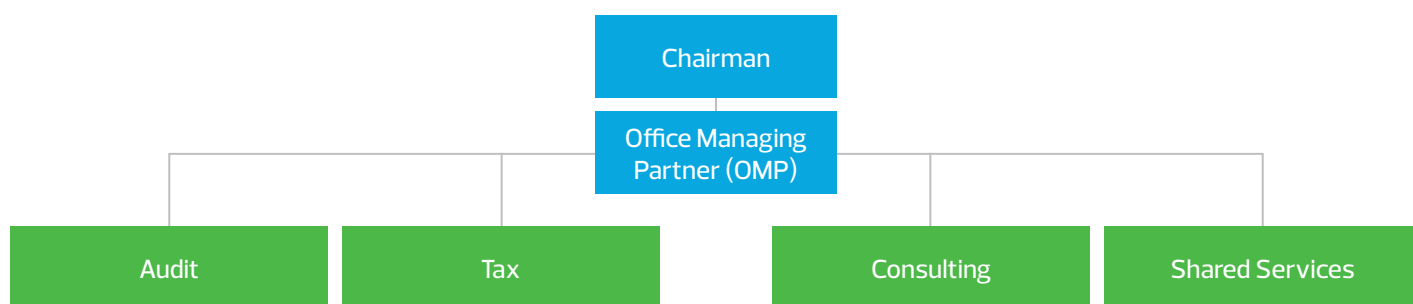
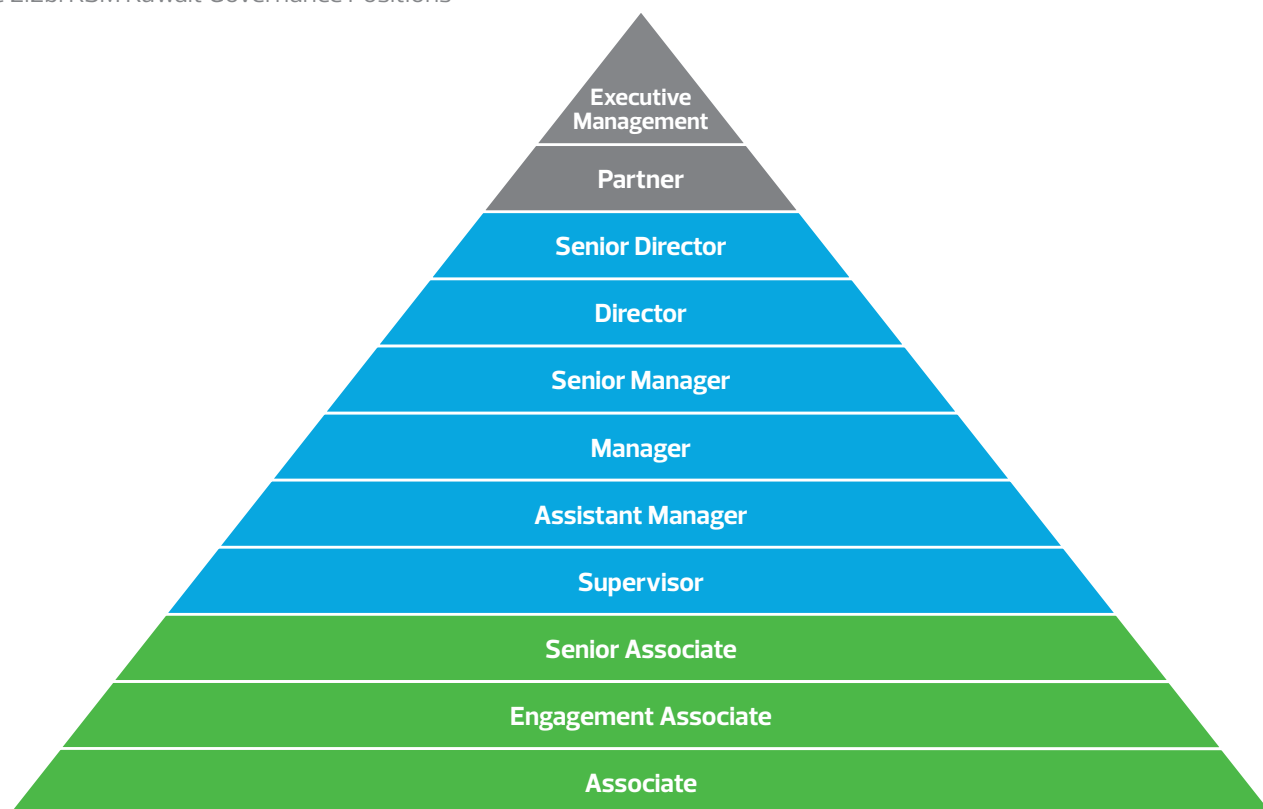


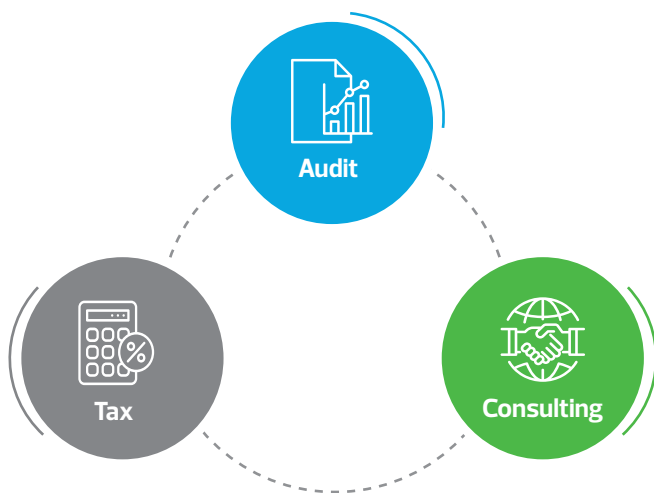
Figure 2.2b: RSM Kuwait Governance Positions



## 2.3 Diverse Services

RSM Kuwait continues to provide clients with top quality services. The Firm's 3 main service categories are Audit, Tax, and Consulting, as per Figure 2.3a. Our Consulting service is further segmented into 5 different Consulting departments catering to different client needs, as laid out in Figure 2.3b.

Figure 2.3a: RSM Kuwait Main Services



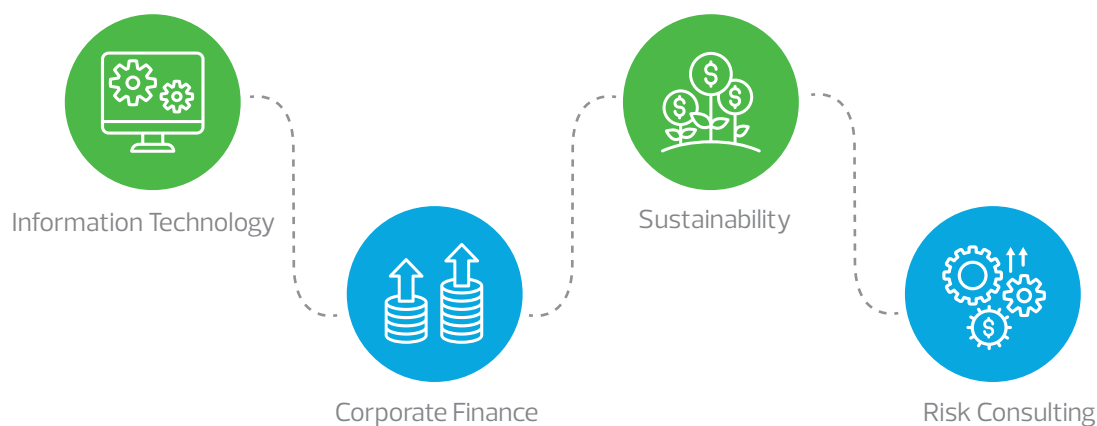
## 2.4 Business Continuity and Resilience

We prioritize ensuring business continuity as an integral part of our risk management practices. This has become essential because of the COVID-19 crisis. In line with this, we have prioritized technology as a main focus area to ensure business continuity.

Accordingly, in order to tackle unforeseen events (COVID-19 or otherwise) we have invested in technology and set up an Information Technology infrastructure, helping us mitigate any business and operational related risks. All of our projects are run through a variety of systems, including Microsoft Teams, Transfora, and Client Relations Management (CRM) system. These systems have clearly defined the roles and functions to be undertaken at various stages. Therefore, each activity can be directly linked to a specific team or personnel. This ensures the project quality and accountability.

Moreover, to ensure business continuity, we safeguard data by having all the data recorded and backed up every 12 hours. Therefore, there is no (or minimal) risk of loss of data. Also, archived data can be used as measure to determine future courses of action. Further, we have the capability, through our Information Technology infrastructure and applications, to work remotely when required. This is useful to ensure business continuity in case of lockdowns, curfews, or any other reasons for not being able to reach the Firm's or clients' premises. As a result, we were able to overcome various challenges, and operations ran smoothly, using Information Technology infrastructure to work virtually and access data files remotely—ie. through virtual private network (VPN) and shared network servers.

Figure 2.3b: Consulting Departments



**CASE STUDY****Resilience and Business Continuity****Overview:**

2020 and the advent of the COVID-19 pandemic proved to businesses worldwide that it is essential to invest the appropriate resources, in order to ensure that the business overcomes the various challenges presented—whether seen or unforeseen. At RSM Kuwait, our approach towards ensuring business continuity and resilience had been supported through our Information Technology capabilities and infrastructure, and applied throughout our departments. The specific technologies developed for this purpose include:

- Transfora – Workflow Management System
- TeamViewer – Endpoint/user data backup to cloud
- Intranet on Sharepoint – developed as an internal information portal
- Transfora Business Intelligence – dashboard development
- Microsoft Dynamics CRM – developed for project management, RSM Engage, etc.
- Magnifier – Data analytics tool

**Objective:**

The Firm's objective was to ensure our business continuity and resilience, both for the current COVID-19 situation and for future seen and unforeseen risks, through the support of RSM Kuwait's Information Technology infrastructure, capabilities, and applications, applied across departments.

**Outcomes:**

RSM Kuwait's focus on business continuity and resilience, namely through Information Technology capabilities, allowed it to withstand the pandemic's obstacles. Specifically, using the available technologies and continuous improvements in the existing technologies, RSM Kuwait had the ability to withstand adversity and bounce back from the difficult COVID-19 situation, which hit most firms hard.

As a result, because we were well-equipped with technologies and applications, all teams were able to work remotely, mainly during lockdowns and curfews. This was made smoother through applications like Transfora, VPN access, and share-folders.

The Human Capital (HC) team was able to conduct much of its work with colleagues virtually. The team was available online and on-call for any support required by colleagues and external stakeholders. It also ensured that the orientation program for new colleagues were conducted virtually through Microsoft Teams. Furthermore, the team conducted interviews for candidates virtually through either Microsoft Teams or Zoom. Training, was also conducted virtually for employees, specifically using a third-party online training platform (Udemy).

## 2.5 Health and Safety

From the very onset of the COVID-19 pandemic, the Firm has clearly communicated to all its personnel the significance of adopting all precautionary measures, like wearing face masks and gloves, observing social distancing, and sanitizing hands and frequently touched surfaces, etc., whether in the Firm's premises or at clients.

To ensure a healthy and safe workplace, many employees were working remotely, accommodating governmental lockdowns and curfews measures. The Audit, Tax, and Consulting divisions were able to smoothly connect with and serve clients remotely, while the Shared Services

division was able to provide services to employees, and were available on the premises, online, or on-call for any queries or support required by employees. To safeguard the employees coming to office premises, the Firm sanitizes the Firm premises regularly (monthly).





As an important indicator of health and safety, RSM Kuwait records zero (0) occupational injuries, as per Figure 2.5a. Another indicator of health and safety is the KD amount investment into health and safety activities, including sanitization, which is illustrated in Figure 2.5b as follows:

Figure 2.5a: Occupational Injuries



Figure 2.5b: Health and Safety Expenditure



SROI Topic	SROI Level	Interpretation	Value Outcomes
Investment into <b>health and safety</b>	<b>Very High</b>	<b>KD 477.37</b> sustainability value created for each KD 1 invested	<b>*Health value</b>
			

\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

**CASE STUDY****How RSM engaged with stakeholders during COVID-19****Overview:**

Our office premises are sanitized every month, and all personnel must wear a mask while working in the office. We have encouraged our staff to work from home and visit the office only when required. Also, any personnel who had been in contact with a COVID-19 infected individual were advised to avoid the office and observe a quarantine of 14 days.

Our Information Technology Infrastructure has been improved to promote remote work or working from home. Most of the in-house meetings and meetings with our clients are held on virtual platforms such as Microsoft Teams or Zoom. All of this helps minimize the number of employees being at the office premises physically at any given point of time, further helping curb the spread of COVID-19.

**Objective:**

The objective of these efforts was to minimize and prevent the spread of COVID-19 within the office premises, taking into consideration the health and safety of all office personnel and their respective families, and to avoid any hindrance to the effective running of the business.

**Outcomes:**

As an outcome of these efforts, we were able to have a secure and healthy workplace, which provides a safe environment to all employees for the continuation of their work, in spite of the pandemic being very much at large. These organized efforts further ensured the smooth running of all office operations, whether virtually or on the premises.

**2.6 Commitment and Responsibility**

RSM Kuwait takes measures to assess risks and opportunities for projects and services, with all of our projects and services carefully screened to eliminate any unforeseen risks. To ensure this, each project / service is carefully recorded in our client relationship management (CRM) system from the time the opportunity arises to the stage when the job is closed. This helps to clearly identify the stages and clearly define the roles and responsibilities of personnel at different stages of the job. In addition, it helps to take corrective actions when and where required. This system further helps ensure quality output.

Using technology and a resilience-enabling system is a way for RSM Kuwait to ensure project quality and accountability. All of our potential and current projects must run through systems like CRM and Transfora from start to finish, and these systems have clearly defined roles and functions to be undertaken at various stages. Through this, each activity can be directly linked to a specific division, department, team, or personnel—further ensuring quality, accountability, transparency, and proper project governance and oversight.

As part of the CRM process, we assess and prepare a number of standard documents that focus on the credibility of the client, before the acceptance of any client project. These files include the Client Recurring Form, and the Client Acceptance Form.

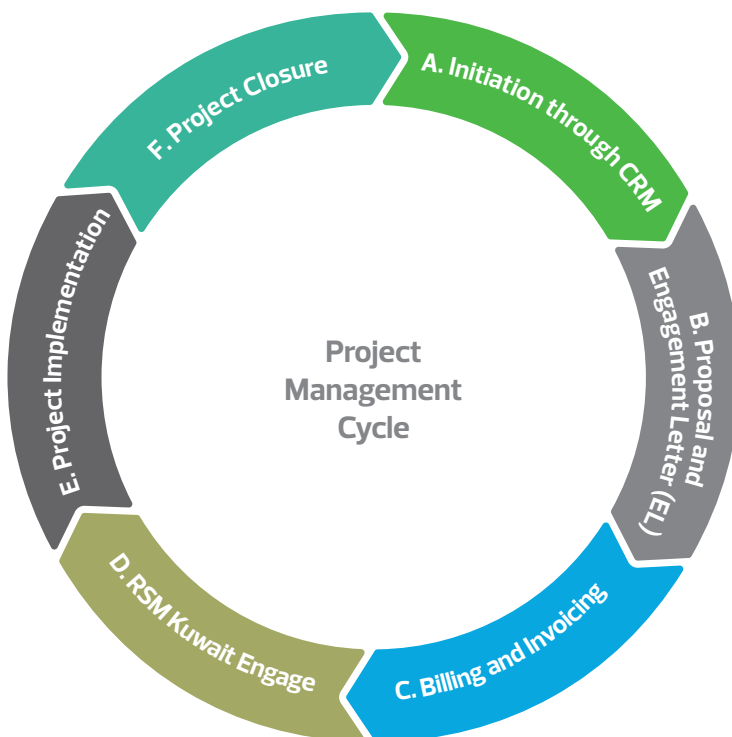
Furthermore, the Firm must demonstrate that it is independent from the client. To reflect this, RSM Global has developed a detailed GRT database (Global Relationship Tracker Database), which provides details of clients and engagements taken up by RSM different member Firms across the globe. This database is updated by member Firms on an annual basis. Throughout the project initiation procedures through CRM, colleagues must demonstrate this independence by looking up the client in the GRT database, attaching any GRT information to the CRM system in evidence.

A client project, once initiated, goes through a well-defined set of procedures and system checks (based on standard policies), and further goes through a detailed review process by various staff at different levels to ensure optimum output and quality. Furthermore, clients are kept frequently updated on the status of the project at each level, either through direct contact between colleagues and clients, and/or virtually through the RSM Kuwait Engage system.

In cases where any other Firm has been dealing or is currently dealing with the potential client, we will make sure that there is no conflict of interest.

Client projects go through a number of steps, and this project management cycle is illustrated in Figure 2.6.

Figure 2.6: Project Management Cycle



A. The project is initiated by entering the required fields and files on the CRM system.

B. A proposal is prepared for the potential client, and an engagement letter (EL) is subsequently signed by both the Firm and the client.

C. The related project in CRM is submitted to the Billing system for invoicing.

D. The project is enabled for RSM Kuwait Engage by uploading the relevant files, which are then available for use by colleagues and clients for continuous update.

E. The project is delivered to the client in phases, while ensuring quality assurance. Systems, such as Transfora, are also used throughout project implementation.

F. The project is closed after being delivered to the client, and resources record their time and expenses against said project.

## 2.7 Compliance and Ethics

RSM Kuwait exhibits proper compliance and ethical practices as per a number of standards, including, among others, the Office Protocol, the Code of Conduct, which is updated annually, the Ethics and Independence policy, and the Kuwait Labor Law. Furthermore, we contract a third-party external agency for legal counsel, mainly for matters requiring a third-party view on ethics, lawful behavior, and organizational integrity.

Because of the sensitive information about clients that we deal with throughout our projects, RSM Kuwait puts an emphasis on ensuring confidentiality. Due to this confidential nature of our work, all our employees are required to sign a confidentiality agreement upon being hired by the Firm.

As part of our regulatory compliance activities, we submit a number of reports to government bodies. Specifically, Figure 2.7a presents the 8 reports (split between 2 categories) that we annually submit to the Kuwait Capital Markets Authority (CMA).

Various other policies are in place to make sure that we are exhibit proper compliance, quality of work, methodology, ethics, regulatory standards, etc. All of our policies are uploaded to our 4Policy system on our Intranet and all our colleagues are required to accept the policies after reading them. A list of our selected policies from the 4Policy system are listed in Appendix 6.3.

As a result of our compliance and ethics, RSM Kuwait records zero (0) confirmed incidents of corruption or bribery, as per Figure 2.7b. To continue to guard against this, we continuously update and monitor our policies, focusing on those related to independence and bribery.

Figure 2.7b: Incidents of Corruption and Bribery



Figure 2.7a: Reports to Capital Markets Authority (CMA)

Report Category	Date of Submission	Report Elements
Annual Reports Submission	June 2020	Employee list with nationality
		Client list
		Training list
		Employee qualification and experience
License Renewal Report	August 2020	Employee list with nationality
		Client list
		Training list
		Employee qualification and experience

## 2.8 Technology and Digitization

RSM Kuwait's IT and digital teams played a crucial role in support the Firm and its business units, mainly to manage smooth business flow in the face of COVID-19 and the nationwide lockdown. This was in the form of technologies that allowed teams to work remotely, including virtual private network (VPN), shared network folders, Microsoft (MS) Teams, and cloud applications that include Transfora

and the client relationship management (CRM) system. A more detailed list of the technologies used is given in Figure 2.8a. Each technology is explained with its description, main users, and type, noting that all of the software in our environment is either off-the-shelf or Software-as-a-Service (SaaS / Cloud).

Figure 2.8a: RSM Kuwait Selected Technologies

#	Name / type	Description / Purpose of use	Main users
1	Virtual private network (VPN)	Connecting users remotely to office network	Internal
2	Microsoft (MS) Teams	Virtual meeting and collaboration application	Internal and Clients
3	Transfora	Workflow management system. It is used to issue, approve, and sign various documents, including financial statements and reports, while keeping track of their progress.	Internal
4	Transfora Business Intelligence	Dashboard development	Internal
5	Microsoft Dynamics Client Relationship Management (CRM) system	Developed for project / opportunity management and tracking	Internal
6	TeamViewer	Endpoint/user data backup to cloud	Internal
7	Tookan – Document delivery app	Tookan is cloud application to keep track of delivery and pickup of company internal documents (eg. financials, documents pickup, etc.)	Internal
8	Followme / Equitrac App	Application for printing purposes	Internal
9	Mename Human Capital Software	Human Capital software for employment-related matters and transactions for colleagues. For example, it helps employees request leave, keeps a record of all types of leave taken by each employee, tracks and calculates salaries due, and tracks and calculates the amount to be deducted, if any, based on their leave.	Internal
11	Intranet portal on Sharepoint	Developed as an internal information portal	Internal
12	ERP	Enterprise Resource Management (ERP) system	Internal
13	Timesheet Entry portal	To record time spent on each job by colleagues, helping boost productivity and calculating the job fee to be charged to clients.	Internal
14	RSM Engage	Client portal on web and mobile for publishing project status updates to clients. It involves clients at all stages of a project, and allows for giving and receiving regular project updates and feedbacks.	Clients (external)



An important aspect to highlight with all these technologies is the importance of governance and controls. Information is secured through passwords, and only to authorized users. Actions, requests, and information flow are also based on job positions, assigned to reflect proper segregation of duties and responsibilities, and the required validations across positions.

Among others, one of the KPIs we look at to measure Information Technology success is the number of data leaks, which we record at zero (0) at RSM Kuwait, as per Figure 2.8b. This reflects how the Firm is keen on prioritizing client confidentiality and safeguarding our clients' confidential information and data.

Figure 2.8b: Number of Data Leaks



Another KPI used to assess Information Technology is the number of Information Technology complaints from clients (ie. those received through RMS Kuwait Engage), which is also recorded at zero (0) as per Figure 2.8c. A similar one is the number of Information Technology tickets received from colleagues in 2020, which was recorded at 880 email support tickets logged in the system and closed, as per Figure 2.8d. A related KPI is the turnaround time for us to resolve these tickets, calculated by tracking the average time elapsed from each ticket initiation to resolution. The result was an average of 1 hour 32 minutes and 43 seconds, as per Figure 2.8f.

These are vital areas to look at during COVID-19, where crisis-related operational disruptions and remote working may make companies prone to hacks or data leaks, as well as possible Information Technology complaints.

Figure 2.8c: Number of Information Technology Complaints from Clients



Figure 2.8e Number of Information Technology Tickets from Colleagues



Figure 2.8f Average Turnaround Time for Closing Colleagues' Information Technology Tickets



RSM Kuwait's Information Technology support operations are done in compliance with 4 main standards, including Information Technology Infrastructure Library (ITIL) compliance for the ServiceDesk, and 3 International Standards Organization (ISO) standards—as illustrated in Figure 2.8g. Note that ISO 9001 specifically is crucial in upholding high-quality standards throughout our work.

Figure 2.8g: Information Technology Department Standards



**CASE STUDY****Proper project governance setup that works in both virtual and physical environments****Overview:**

In order to ensure completion of projects on time and to gain optimum utilization of our workforce, our Firm use a variety of technologies / applications, which include: Transfora, RSM Kuwait Engage, CRM, Timesheet entry, and MenaMe. These provided us with the flexibility to do business both virtually from home, or physically from our Firm or client premises.

**Objective:**

The main objective was to face the challenges of COVID-19, while ensuring the smooth running of all business activities in a systematic manner, and having a proper record

for the same. The objective was also to ensure proper accountability and completion of tasks within a specified time frame, all of which would be aided through the use of the aforementioned technologies / applications.

**Outcomes:**

As a result of these technological efforts, we have seen a smooth functioning of the business as a whole, and increase in client satisfaction and goodwill in the market. In addition, these efforts helped us to function effectively and smoothly in both physical and virtual environments, flexibility that was very much required to adapt to this pandemic era.

**2.9. Client Experience**

As a service provider, our clients are considered as an important stakeholder group, to which we cater our services to support them in meeting and exceeding their needs. Accordingly, the Firm prioritizes clients' satisfaction, and this success is assessed through client experience. As a continuously improving, professional Firm, we are committed to providing and maintaining high-quality standards of service and satisfaction levels for all our clients. We aim to meet and exceed client expectations and to be recognized as a leading professional, efficient and high-performing Firm. To ensure this, we focus on gathering and assessing client feedback, which comes to RSM Kuwait from multiple sources, including those in Figure 2.9.

We take immediate action to solve any client issues through an organized action plan, while following up with said client(s) on a bi-weekly basis. This is done in case any dissatisfaction feedback is observed.

A main tool for client experience is the RSM Kuwait Engage. RSM Kuwait Engage provides a platform through which clients can constantly monitor the progress of their project and provide feedback and ideas at different stages of the project.



Figure 2.9: Client Feedback Channels

**Online client satisfaction surveys**

The Firm engages with clients by providing them with online surveys to assess their satisfaction, recording any successes, shortcomings, or other feedback, followed by the appropriate reporting.

**Face-to-face client satisfaction meetings**

Besides online surveys, the Firm assesses customer experience through one-on-one, face-to-face meetings between the client(s) and representative(s) of RSM Kuwait. Similar to the above, any successes, shortcomings, or other feedback are recorded and reported to the appropriate areas.

**Social media and website**

Clients further engage with RSM Kuwait virtually, including communication from the official website, as well as a variety of social media channels that include Twitter, Facebook, Instagram, and LinkedIn. Unlike client surveys, meetings, and RSM Kuwait Engage, these website and social media channels are available to both current and potential clients, as well as other members of the community overall.

**RSM Kuwait Engage**

RSM Kuwait Engage is one way that the Firm is able to receive client feedback; in this case, current clients are able to interact with our colleagues and be engaged throughout the project phases with close monitoring and collaboration. Throughout this process, client feedback is enhanced, further aiding in improving transparency, and project quality, among other outcomes.



# Caring for our Workplace

- Virtual Workplace Adaptation
- Talent Management
- A Diverse Human Capital
- Kuwaitization
- Training and Development

## Sustainability Focus Areas:



Caring for our  
Workplace

## Kuwait National Development Plan (KNDP)

- Creative human capital
- High quality healthcare
- Sustainable living environment
- Sustainable diversified economy
- Effective public administration



## UN Sustainable Development Goals (SDGs)

- Good health & well-being
- Quality education
- Gender equality
- Decent work & economic growth
- Reduced inequalities
- Sustainable cities & communities
- Responsible consumption & production
- Peace, justice & strong institutions
- Partnerships for the goals



### 3. Caring for Our Workplace

RSM Kuwait cares for its workplace, as reported throughout this section. These are also vital aspects of sustainable development, in line with the sustainability dimension of Workplace, and the ESG aspects of Society (S) and Governance (G). These aspects are further reflected in 1 of the Firm's sustainability focus areas, which is "Caring for Our Workplace."

COVID-19 resilience has been applied to our workplace, as we safeguarded our colleagues' health and safety, and leveraged on technology to allow for smooth operations while our colleagues worked remotely. The Firm has also demonstrated resilience in continuing to hire resources, provide internships, and protect colleagues' rights by providing the appropriate compensations and benefits—in spite of the worldwide obstacles due to the pandemic.

Throughout this section, we report on workplace matters that include, among others, diversity, Kuwaitization, training and development, talent management, and virtual workplace adaptation. More details on these are found in the subsequent pages.

#### 3.1. Virtual Workplace Adaptation





During 2020, we adapted to the COVID-19 pandemic by transforming our workplace to a mainly virtual one—which was helpful during periods of lockdowns and curfews. Colleagues from our Audit, Tax, and Consulting divisions worked remotely, being supported by our Shared Services division, including Information Technology (IT) and Human Capital (HC) departments in case of queries or other types of support needed by our colleagues.

The Firm demonstrated a solid readiness to respond to virtual working adaptation requirements due to COVID-19, allowing our colleagues to maintain their work smoothly at any time and place, in consideration of the needed actions and tools to make this possible.

These virtual capabilities were very well supported by the tools and aid provided by our IT Department, which had previously emphasized the use of technology in case of unforeseen risks.

Concerning Human Capital, the Human Capital Department and the Human Capital Committee were available to provide support online and over the phone during this difficult time.

However, many of our colleagues worked in the office Firm premises as well, mainly before curfews and when there were no longer total lockdowns. To cater for these colleagues and ensure their well-being, regular sanitization of the office takes place in scheduled periods (monthly).

SROI Topic	SROI Level	Interpretation	Value Outcomes
Employment	Very High	<b>KD 6.32</b> sustainability value created for each KD 1 invested	*Employment value
			

\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

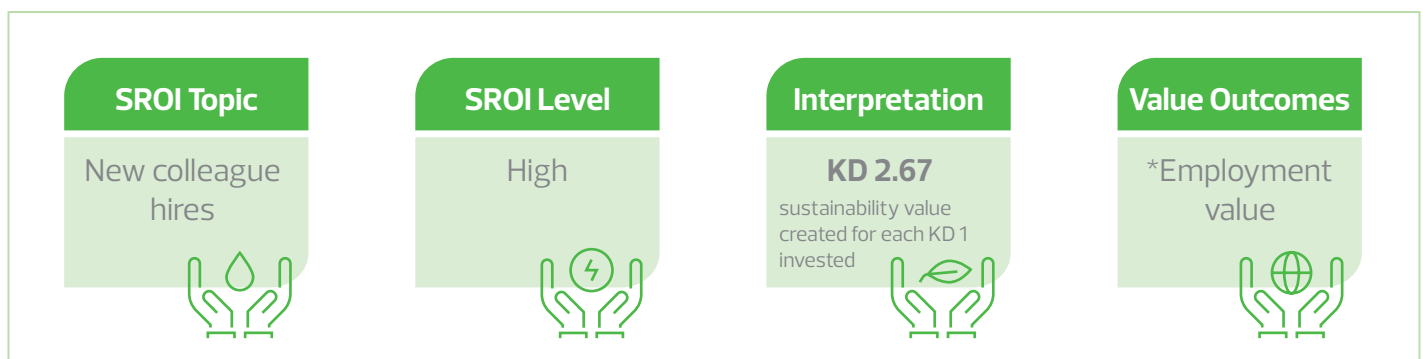
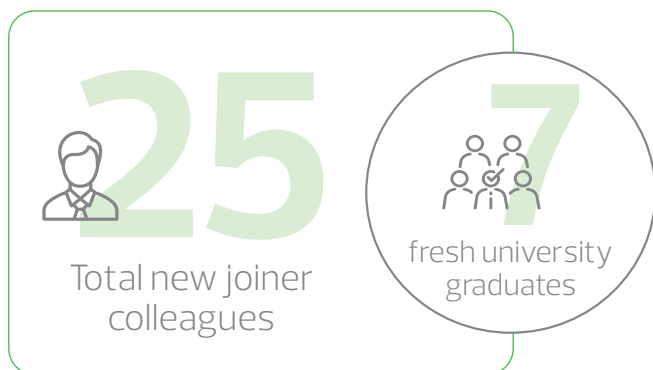


### 3.2 Talent Management

RSM Kuwait remained committed to managing talent fairly, and attracting the optimal quality and quantity of colleagues—even though there was the COVID-19 crisis and resulting economic repercussions and layoffs worldwide. To adapt to the associated obstacles, interviews for potential candidates were conducted online through MS Teams or Zoom. New joiners would then receive an online orientation. In 2020, there were 25 new joiner colleagues, as shown in Figure 3.2a. Of these, 7 colleagues are fresh university graduates. We consider this to be a great achievement, taken in the context of the previously mentioned economic repercussions and layoffs seen in Firms around the world.

Managing our talent sustainably means that we continuously assess and report the breakdown of our workforce, noted in terms of new hires and turnover, and further broken down across demographics of age and gender. These records make us more conscious about how our workforce is evolving, and how we are progressing towards diversification. As displayed in Figure 3.2b, our total workforce has seen 25 new joiners, and 37 colleague turnover. Demographically, the majority of the new hires had been male and under 30 years of age; meanwhile, the majority of turnover had been similarly composed of male and under 30 years of age. From the table, we may also calculate and report the turnover rate in 2020, which was 18% in 2020. There was as an overall decrease in colleague turnover by a 23%—change, decreasing from 48 colleague turnover in 2019 to 37 colleague turnover in 2020, as per Figure 3.2c.

Figure 3.2a: Total New Joiner Colleagues



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

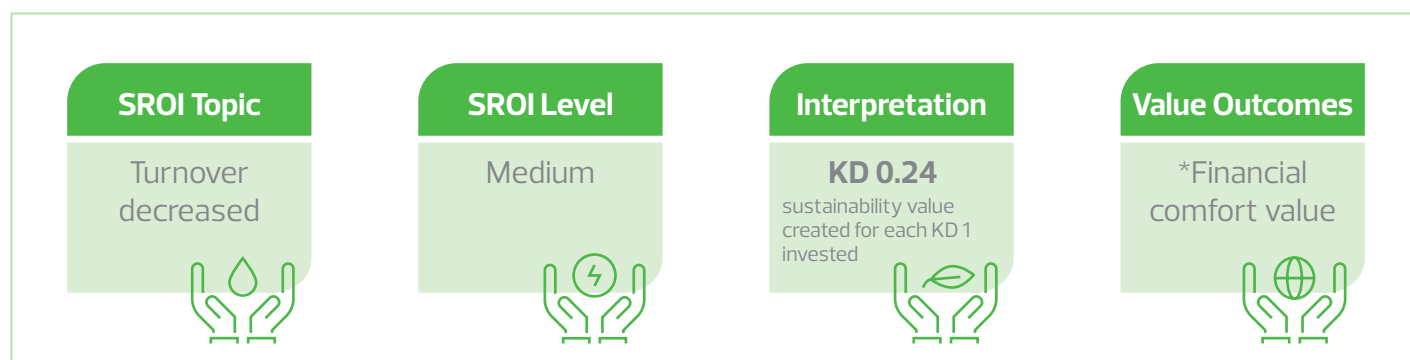
Figure 3.2b: Retention of Colleagues

Demographics	New Employees	Turnover		
	Number	Allocation	Number	Allocation
<b>Gender</b>				
Female	4	16%	9	24%
Male	21	84%	28	76%
<b>Total</b>	<b>25</b>	<b>100%</b>	<b>37</b>	<b>100%</b>
<b>Age Group</b>				
Under 30	14	56%	22	59%
30–50	10	40%	14	38%
Over 50	1	4%	1	3%
<b>Total</b>	<b>25</b>	<b>100%</b>	<b>37</b>	<b>100%</b>

Figure 3.2c: Turnover Figures



As part of talent management, we ensure that our colleagues are well satisfied and engaged with each other, with ample support from the Human Capital Department and other Shared Services departments. To measure and assess this engagement, we conduct feedback surveys, including appraisals and 360-degree feedback to evaluate each other and their managers. The last 360-degree colleague feedback survey was conducted in June 2020. There is also an annual feedback event that is under development by the Human Capital Department.



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

In case of further feedback and/or complaints from colleagues, the Information Technology Department is available for technical issues, while the Human Capital Department and Committee are available for other workplace-related matters. Additionally, RSM Kuwait has created a Whatsapp group-chat to engage all colleagues at the appropriate time for all precautional issues. This group-chat was created during the onset of the pandemic and was, at the time, useful in communicating COVID-19 awareness, regulations, expectations, and impacts on the Firm.

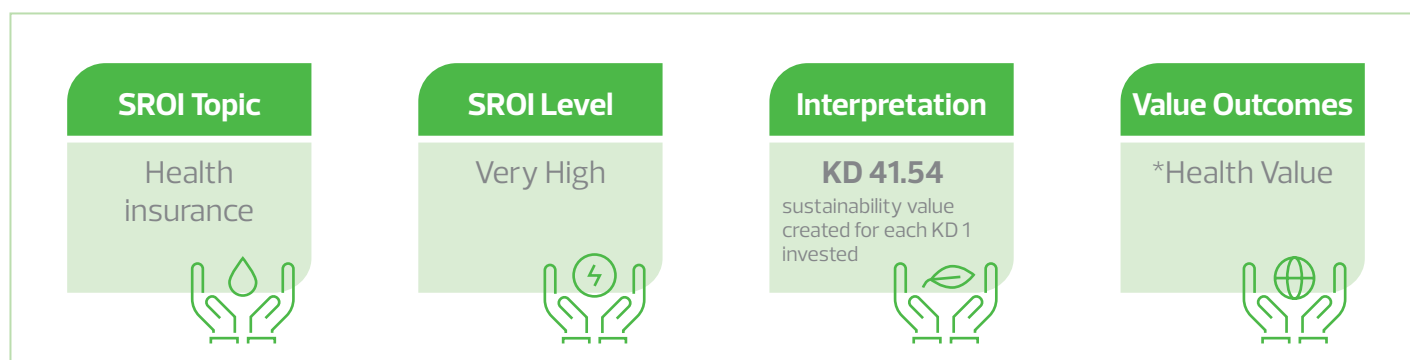
As part of workplace engagement, the Firm also conducts employee events for different occasions, including the RSM Festival of Imagination conducted by RSM Global, which is an online webinar hosting RSM CEO Jean Stephens and other special guests.

As part of ensuring that we have a satisfied workplace, the Firm provides fair compensation, the scale of which is determined on a number of factors, including appraisal performance, and benchmarking analyses against competitors. Compensation is formalized and organized through our Compensation Policy.

Besides compensation, through the Human Capital function, the Firm provides number of benefits, including health insurance, parental / maternal leaves, retirement provision / indemnity, and air tickets. More details of these benefits are shown in Figure 3.2e.

Figure 3.2e: Colleagues' Benefits

Benefits	Full-Time Colleagues
Health care	168 colleagues
Parental / maternal leave	1 day Out of 70 calendar days available to be provided to each new mother
Retirement provision / indemnity	168 colleagues are covered for indemnity 30 days compensation provided to each colleague who exits and has been with the Firm for more than 5 years 15 days compensation provided to each colleague who exits and has been with the Firm for less than 5 years
Air tickets	168 colleagues
Life insurance	42 colleagues

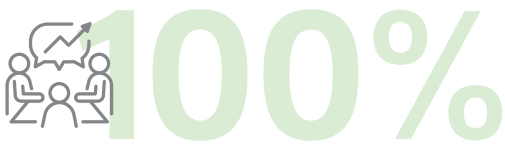


\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

As mentioned previously, performance management through appraisals is one way that we engage our colleagues, as we are able to assess their performance and adequately manage, develop, or award them. This is done through a diligent procedure laid out in our Performance Evaluation Policy. We continued to implement this policy and conduct appraisals, in spite of the obstacles of COVID-19. In 2020, 100% of our colleagues received regular performance and career development reviews, as per Figure 3.2f, which was the same as the previous year. This shows a solid engagement through our performance management practices. In line with this analysis, the Firm is also developing a succession plan for executive positions, which is yet to be formalized.

Furthermore, RSM Kuwait embeds technology and efficiency into the way that the workforce is managed and developed. This includes the 4Policy portal, timesheet entry, training through Udemy portal, and the implementation of the MenaMe software by MenaTech—which allows colleagues to undergo a series of Human Capital (HC)-related matters and transactions, including leave requests, leave balance, evaluations, job descriptions, and others. While the MenaMe and 4Policy are the 2 systems most closely related to the workplace dimension, all of the other technologies / systems in place played a role in generally aiding our colleagues in working remotely and mitigating the COVID-19 consequences. These other technologies / systems include, among others, RSM Kuwait Engage, Microsoft Teams, Transfora, Caseware, RSM Auditor Assistant, and others.

Figure 3.2f: Performance Management Inclusiveness



## CASE STUDY

## Impact of COVID-19 on RSM Employee Rights

### Overview:

In a time where the COVID-19 crisis was infringing on employee rights worldwide (ie. salary cuts, salary delays, and colleague termination), RSM Kuwait continued to prioritize colleagues and treat them fairly in accordance with their rights. In this regard, business continuity elements were applied to the Firm overall and specifically the Human Capital (HC) function, where salaries continued to be provided.

### Objective:

The objective of these efforts was to manage the Firm and the HC function in a sustainable way as to ensure employee rights rather than infringe on them.

### Outcomes:

As a result, the HC processes and procedures continued as usual throughout the pandemic, and salaries were processed normally and on-time. Many HC personnel worked online and remotely in order to ensure this continuity, while many other colleagues Firm-wide also worked remotely. Besides meeting compensation needs, RSM Kuwait took additional efforts to conduct performance evaluations, and provide colleagues with compensation increments and benefits accordingly.



### 3.3. A Diverse Human Capital

A cornerstone of having a sustainable workplace is demographic diversity, being open to a range of nationalities, genders, job positions, and age groups. For this to be reflected, RSM Kuwait practices non-discrimination, whether in Human Capital management or in the workplace overall. Non-discrimination is ensured by way of our Code of Conduct Policy, and we have a Human Capital Committee that addresses any discrimination-related issues or complaints, should they arise.

From this table, we can also analyze and report the proportion of female and male in RSM Kuwait, which is calculated at 18% female and 82% male as per Figure 3.3b. Note that these are the same gender figures as the previous year, with 0%-change. Looking at the number of female at senior level and above, we disclose that there are 5 female, broken down between 5 female senior and no female executive, as per Figure 3.3c.

Figure 3.3a: Diversity of RSM Kuwait Colleagues

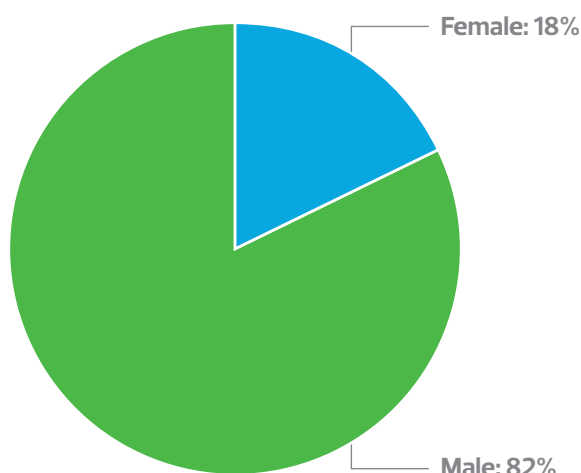
Employees by age and employee category	Men				Women				All genders
	<30	30-50	>50	Total	<30	30-50	>50	Total	All ages
Entry level	42	4	0	46	13	2	0	15	61
Junior	12	40	6	58	6	9	0	15	73
Senior	0	35	4	39	0	4	1	5	44
Executive	0	12	8	20	0	0	0	0	20
Total	54	91	18	163	19	15	1	35	198

Figure 3.3a reflects the demographic diversity of our workforce, breaking down our colleagues between male and female, among 3 age groups, and across 4 job levels, from entry level to executive managers. For example, out of the total 198 in the workforce, 71 colleagues are in the under-30 years age group, 102 are in the 30-50 years age group, and 19 are in the over-50 years age group.

Figure 3.3c: Number of Female Colleagues at Senior Level and Above



Figure 3.3b: Proportion per Gender



### 3.4. Kuwaitization

In efforts to give back to the community in which we operate, the Firm emphasizes Kuwaitization by hiring and retaining Kuwaiti colleagues in the workforce. Accordingly, we report the percent of Kuwaiti nationals, which was 9% of our workforce, as per Figure 3.4a. The Firm managed to successfully maintain this 9% Kuwaitization rate compared to 2019, which is above the required percentage for firms of our industry. This success is achieved even given the 2020 context of COVID-19, where circumstances generally hindered employment and retention in companies worldwide.

A more detailed breakdown of our Kuwaitization is shown in Figure 3.4b, where our 198 total colleagues are split between Kuwaiti and non-Kuwaiti, as well gender and employment contract breakdowns for

each nationality group. The results show a majority of colleagues belonging to the non-Kuwaiti nationality group, and males make up the majority gender within the Kuwaiti nationality group. Moreover, Kuwaitization rate in managerial positions (managers and above) was 14.29% as of 2020.

Figure 3.4a: Percent of Kuwaiti Nationals in the Workforce



Figure 3.4b: Breakdown of Workforce per Nationality, Gender, and Employment Contract

Employment Contract	Nationality: Kwt		Nationality: Non-Kwt		
	Men	Women	Men	Women	
Permanent	16	2	134	33	
Temporary	0	0	8	5	Total
<b>Total Colleagues</b>	<b>16</b>	<b>2</b>	<b>142</b>	<b>38</b>	<b>198</b>

### 3.5 Training and Development

Ensuring a sustainable workforce at RSM Kuwait means continuously and diligently training and developing our colleagues. One way that this is done is through mentoring and coaching, where mentors / coaches are assigned to develop colleagues' skills and experience, in line with our Coaching and Mentoring Policy.

Besides coaching and mentoring, another way that the Firm develops its employees is through training courses, which are provided every year. This training continued in 2020 in spite of the pandemic, being adapted to virtual e-learning. The e-learning was provided through the online Udemy for Business training platform, where a range of mandatory courses were assigned to all colleagues. Udemy for Business is an online learning

platform with 4,000+ top-rated, engaging courses accessible anytime and anywhere. Figure 3.5 provides a summary of our training and development progress for 2020, showing a total of 108 training courses provided, and a total of 4,389 training hours provided – a decrease from 2019's figure of 5,728 training hours. A full list of the training courses and details for each one is provided in Appendix 6.2. Note that concerning sustainability-specific training, such as social and environmental awareness, no courses of those nature have been provided yet.



These training achievements must be considered in light of the COVID-19 circumstances that generally served as obstacles in proper workplace management, and economic repercussions that hindered investment in employees in companies worldwide. However, at RSM Kuwait, we continued to invest in our employees through training and development, now evolved virtually, reaching a relatively successful calculation of 4,389 training hours overall. This reflects the management's commitment to intensively supporting and growing our colleagues, further contributing to the Firm's overall business continuity.

Usually, RSM Kuwait provides training in its own training center, though 2020 has seen those trainings evolved to a virtual setting due to COVID-19. In 2020, our training center has been named as the "Chandra Training Center," in honor and in memory of our dear Audit Partner, Subramanian Chandrasekaran, who died in 2020.

Figure 3.5 Training and Development



## CASE STUDY

### Virtual Employee Training

#### Overview:

In 2020, RSM Kuwait partnered with Udemy for Business to provide a range of virtual training courses to our colleagues. Udemy for Business is an online learning platform with 4,000+ top-rated, engaging courses accessible to colleagues anytime and anywhere.

#### Objective:

The objective of this initiative was to cultivate a culture of learning at the Firm to ensure that all of our employees are up to date knowledge and expertise-wise.

#### Outcomes:

As a result of this initiative, RSM employees were highly engaged with the Udemy training platform, by taking training courses in different areas, such as: soft skills, accounting & finance, leadership, marketing & sales, programming, Information Technology, and more.



# Our Social and Environmental Impacts

- Community Awareness and Engagement
- Internships
- Local Procurement
- Resources Management
- Greenhouse Gas (GHG) Emissions

## Sustainability Focus Areas:



Having a Positive  
Environmental Impact



Engaging with  
Our Community

## Kuwait National Development Plan (KNDP)

- Global positioning
- High quality healthcare
- Sustainable living environment
- Sustainable diversified economy



## UN Sustainable Development Goals (SDGs)

- Good health & well-being
- Quality education
- Gender equality
- Decent work & economic growth
- Sustainable cities & communities
- Responsible consumption & production
- Peace, justice & strong institutions
- Partnerships for the goals



#### 4. Our Social and Environmental Impacts

RSM Kuwait has had various social and environmental impacts, which are reported in more depth in this section. Looking at the social impacts, these are part of sustainability through the dimension of "Community" and the ESG aspect of Society (S). In the Firm's 6 sustainability focus areas, this is reflected in 1 of them, namely: "Engaging with our Community." Next, looking at environment impacts, these are part of sustainability through the dimension of "Environment," and the ESG aspect of Environment (E). From our 6 sustainability focus areas, this one is reflected in our focus area of "Having a Positive Environmental Impact."

COVID-19 resilience is related to our social and environmental impacts. Environmentally, we continuing to measure, assess, and report our environmental

performance, including general decreases from the previous year, and environmental savings caused by our embrace of technology and digitization. Socially, we continued to engage the community through social media, events, and publications—though events had become online to adapt to the pandemic. We have also continued to support and give back to the local community through providing internships, as well as conducting our procurement activities with an evident emphasis on local suppliers.

Throughout this section, we report on a range of social and environment areas that include community awareness and engagement, internships, local procurement, resource management, and greenhouse gas (GHG) emissions. More details on these are found in the following pages.

Figure 4.1a: Communication Channels KPIs

Communication Channels	Number of Followers	Sustainability Topics Posted	Frequency of Posting	List Sustainability Topics Posted
Website 	N/A	3	1-3 times per month	Managing Health Crisis through SDGs COVID-19 and ESG Sustainability Integration Sustainability Report 2019
Instagram 	4,284	3	1-2 times per week	Managing Health Crisis through SDGs COVID-19 and ESG Sustainability Integration Sustainability Report 2019
Facebook 	42,074	3	2-5 times per week	Managing Health Crisis through SDGs COVID-19 and ESG Sustainability Integration Sustainability Report 2019
Twitter 	4,349	3	2-5 times per week	Managing Health Crisis through SDGs COVID-19 and ESG Sustainability Integration Sustainability Report 2019
YouTube 	963	0	1-4 times per year	N/A
LinkedIn 	25,642	3	2-5 times per week	Managing Health Crisis through SDGs COVID-19 and ESG Sustainability Integration Sustainability Report 2019
<b>Total</b>	<b>77,312</b>			



#### 4.1 Community Awareness and Engagement

RSM Kuwait engages with the community, being clients or otherwise, through a range of channels, which include: website, social media, reports, meetings (virtual and physical), calls, and emails, among others. All of our services are marketed through our official website and, to further expand our reach, we also use social media platforms that include Instagram, Facebook, Twitter, YouTube, and LinkedIn. Communication to clients and the community is done through a methodical communication strategy with target social media campaigns through RSM Kuwait's channels, the success and impact of which are assessed on a monthly basis through the return on investment (ROI) of all social media channels. KPIs used to assess our communication performance include the number of followers, frequency of posting on the channel, sustainability topics posted, list of sustainability topics posted—for each channel—as displayed in more detail in Figure 4.1a. Overall, we recorded a total of 77,312 followers across the social media platforms, assuming there would be an overlap of followers across channels. Compared to the previous year, this was a 7%–change increase in total number of followers as per Figure 4.1b.

An important means of communicating transparently with the community is through the publication of sustainability reports, including RSM Kuwait's Sustainability Report 2019 "The Power of Being Sustainable," and this year's RSM Kuwait Sustainability Report 2020. Through these reports, a range of dimensions are responsibly analyzed and reported to the community, including workplace, marketplace, environmental, and social aspects of the Firm's performance. Often with sustainability reporting, it is not sufficient to develop the reports, but communicating them through the appropriate modes is key as well. The Firm communicates them through the official website, hard copy reports, and a variety of social media channels that include LinkedIn, Instagram, and Twitter.

Another way that RSM Kuwait engages socially is through community events and a number of events were conducted in 2020, mainly the RSM World Day 2020 in coordination with RSM Global. RSM World Day is celebrated every year, though in 2020 it was adapted to be an online event. The theme for this year was "Be Curious" and the event highlighted how curiosity is the foundation of our brand promise of "The Power of Being Understood," being essential to a growth mindset and asking the right questions to innovate and evolve RSM (worldwide) for the future. As a result, RSM Kuwait celebrated the day successfully, expanding our colleagues' curiosity and allowing them to learn more about each other—through a variety of virtual activities.

Figure 4.1b: Total number of followers per year



Other community events include knowledge-sharing events, conducted virtually. Since the beginning of the COVID-19 pandemic, our team of experts has conducted a number of online training courses to educate the community (clients and otherwise) on overriding the negative influences of the pandemic on various aspects of different businesses.

Furthermore, RSM Kuwait conducted a Sustainability Workshop on October 19, 2020, which provided attendees with useful exposure to sustainability and ESG aspects and best practices. The Sustainability Workshop attendees included representatives from the Kuwait Union of Investment Companies (UIC), Kuwait Banking Association (KBA), and the Investment Studies Center.

As another contribution in the form of knowledge-sharing events, there was a session held titled "Business Continuity Management" conducted by the Risk Consulting Department partner.

Moreover, RSM Kuwait publishes on the website and circulates a number insight articles for the community to peruse. In 2020, there were a total of 14 insight publications, broken down into specific topic areas listed in Figure 4.1d.

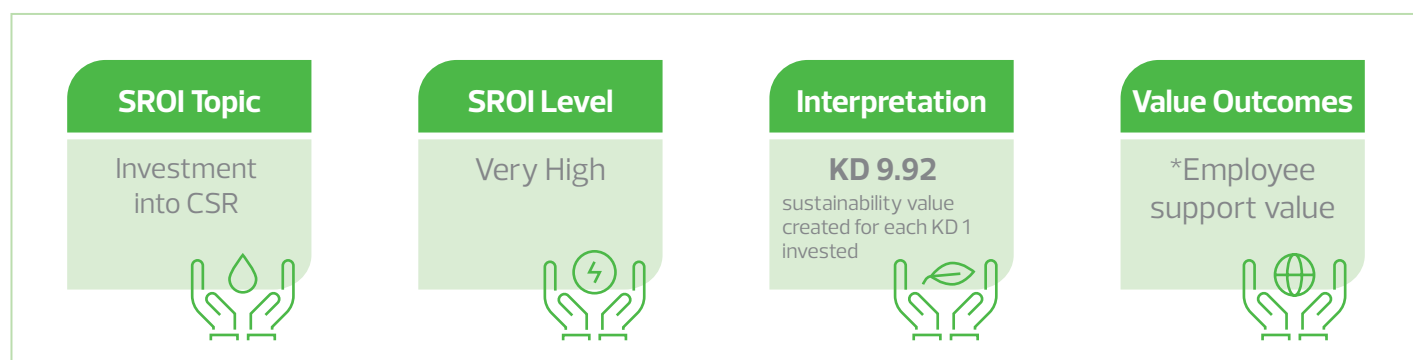
Expenditure-wise, RSM Kuwait invested a total of KD 26,705 into community contribution as part of initiatives related to our corporate responsibility. These investments reflect the Firm's management's approach to enhancing engagement with stakeholders within the community overall through CSR and employee events. This is considered a successful approach in the context of the COVID-19 circumstances that had otherwise led to budget cuts in this area in other companies worldwide.

## 4.2 Internships

RSM Kuwait takes on interns for the purposes of providing them with a range of skills and experiences, which is one way that the Firm is giving back to the community. The Firm accepts interns after carefully scrutinizing the applications, and conducting interviews with potential intern candidates. In 2020, the Firm had a total of 30 interns. These interns are broken down per nationality group, showing 3 Kuwaiti interns and 27 non-Kuwaiti interns. In terms of gender, the interns are broken down per gender as well, showing 17 male and 13 female interns.

Figure 4.1d: Insight Publications

Topic	# of Insight
Economy	6
Community	5
Environment	3
<b>Total</b>	<b>14</b>

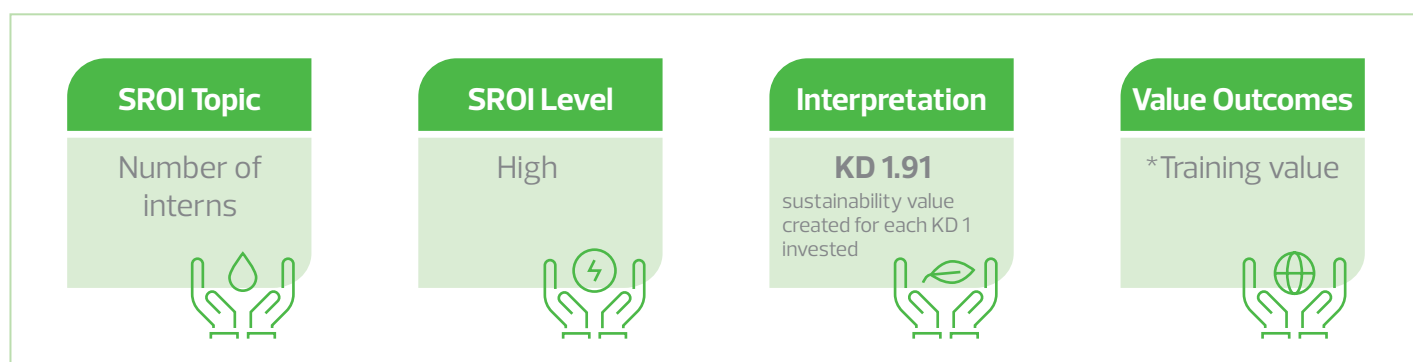


\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.



Overall, the results show that the majority of our interns are non-Kuwaiti (90%) and male (57%), showing that there is relatively good gender equity among interns. Compared to the previous year, the number of interns increased by around triple the number, increasing from 7 interns to 30 interns, as per Figure 4.2.

Figure 4.2: Interns per year



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

### 4.3 Local Procurement

In the domain of sustainability, it is important to demonstrate procurement practices that emphasize localization, as this is deemed to be a sustainable practice that gives back to the community in which a business operates. RSM Kuwait reflects this in its procurement practices, where the focus is on local suppliers in Kuwait. We have 11 main local suppliers with various types of procurement services offered. We have entered into agreements with a range of types of suppliers to ensure the smooth functioning of the business, though our main focus for 2020 procurement was hygiene and sanitization of the office space to safeguard the wellbeing of our colleagues, and by extension, their families.

Besides hygiene and sanitization, we have entered into procurement agreements for paper, stationery supplies, storage, kitchen supplies, brochure printing, courier services, and others.

RSM Kuwait's procurement further consists of 7 recruitment vendors to aid in recruiting colleagues, and 2 system vendors to provide required software—all of whom are a mix of local and international suppliers.

Overall, RSM Kuwait has 81 local suppliers and 40 foreign suppliers, as per Figure 4.3a. Expenditure-wise, the Firm's procurement spending has been allocated between 77% to local suppliers, and 23% to foreign suppliers, illustrated in Figure 4.3b.

Figure 4.3a: Number of Suppliers – Local vs. Foreign



Figure 4.3b: Percentage Allocation of Procurement Expenditure – Local vs. Foreign Suppliers



## 4.4 Resources Management

Our environmental impacts are assessed and reported as an integral part of disclosing our overall sustainability / ESG performance. Accordingly, we report on the way we manage our resources, analyzing the environmental impacts and savings yielded from our resource savings and technology. Due to the nature of our business, the majority of our waste and resource use would consist of paper and ink. We have implemented efforts to recycle paper; in line with these capabilities, RSM Kuwait is keen on promoting environmental awareness by encouraging our colleagues to use less paper, and do the work virtually in a paperless manner instead. As a result, around 90% of our projects are done in paperless format.

For the disposal of solid waste, the Firm has 30 waste bins in each of the 2 floors of the Firm premises (a total of 100 waste bins). In addition, we have specialized bins to aggregate organic waste, solid waste, and paper waste where they are labelled with the appropriate categories. Concerning e-waste, no electronics were disposed in 2020.

In the following sections, we look in-depth at the environmental outcomes of a selection of our technologies, which resulted ultimately in 894,322 paper sheets saved and 53 MT of CO<sub>2</sub>e avoided. More details on each of the specific technologies are provided as follows.

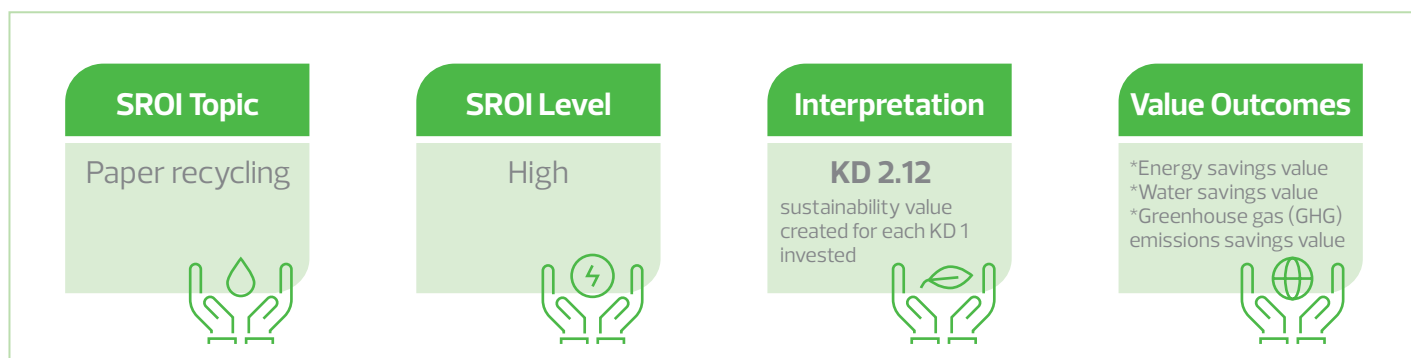
### Paper Recycling

RSM Kuwait maintains its contribution to a positive environmental impact through our paper recycling initiative, and we intend to keep with this initiative year after year. In line with this, we have large paper-recycling

secured metal container bins, with 2 on each floor (a total of 4 paper-recycling bins). Due to vast amounts of paper that would normally be used and wasted, we have strived to recycle our paper waste by entering into a contract with a renowned third-party storage and paper waste management company. These bins are emptied every 2 weeks. The third-party company shreds and treats the paper.

As a result, between January 1, 2020 and December 31, 2020, a total of 1,596 kgs of paper were collected, shredded, and treated, as per Figure 4.4a. The investment in this was about KD 1200. Moreover, the environmental savings from paper recycled are displayed in Figure 4.4b, recorded in weight of paper sheets treated and recycled, and amounts of energy, water, and greenhouse gas (GHG) emissions saved. The sustainable return of investment (SROI) of our paper recycling initiative is displayed, with value outcomes that are energy savings, water savings, and GHG emissions savings.

Figure 4.4a: Paper Recycled



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.



Figure 4.4b: Paper Recycled – Environmental Savings

Savings	2020	Units
Papers treated and recycled	1,596	Kg
Energy	45	Million BTU
Water	37,600	Gallons
GHG Emissions	14	MT CO2e

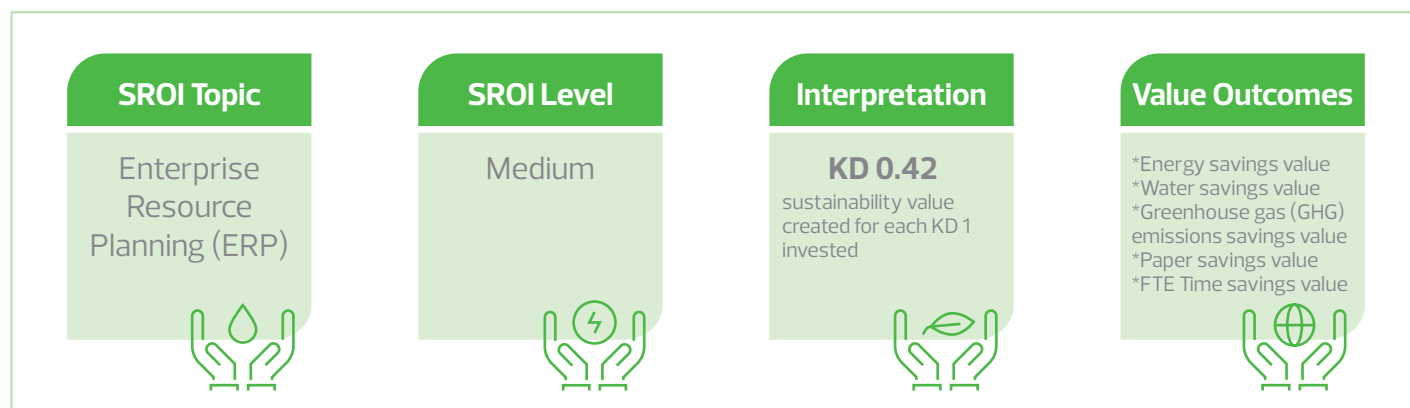
### Enterprise Resource Planning (ERP) System

One way that we enhance the business operation, realize efficiencies, and assess the success of our technologies and digitization is by recording the amount of paper saved. For example, this is evident in our ERP system, used by our Finance Department to electronically generate much of our invoices and receipts. This comes with paper sheet savings in both invoices and receipts, as well as paper savings in envelopes that would have been used for them. Besides paper savings, a number of environmental outcomes can be derived from the paper savings as well. On top of paper savings, we further considered transportation savings where the commute was avoided, leading to time savings measured in full-time employment (FTE) figures.

As a result, through our ERP system, we saved paper by digitally generating similar invoices, receipt vouchers and purchase orders to last year. Additionally, the environmental savings from these avoided sheets are provided in Figure 4.4c, recorded in paper, energy, water, and GHG emissions savings. The sustainable return of investment (SROI) of our ERP is displayed, with value outcomes that similarly include energy savings, water savings, and GHG emissions savings.

Figure 4.4c: ERP System – Environmental Savings

Savings	2020	Units
Papers	9,268	Sheets
Energy	1.11	Million BTU
Water	1,001	Gallons
GHG Emissions	0.38	MT CO2e



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

### Printing System

In addition, paper and cost savings are recorded from printers, due to printing features that force monochrome, and delete paper printing after an expired time period. This printing system (Equitrac) has been vital for us to realize efficiencies, namely in terms of paper, ink, energy, etc., from unprinted (expired or deleted) or monochrome pages (without ink).

These paper and cost savings from the printing system are displayed in Figure 4.4e, showing 52,174 paper sheets saved, and KD 1,121 in cost saving. Meanwhile, a breakdown of the paper savings is given in Figure 4.4f, showing the amount per deleted pages, expired pages, and forced monochrome pages. Environmental savings from the printing system are in Figure 4.4g, recorded in paper sheets, water, CO<sub>2</sub>, and cost savings. The sustainable return of investment (SROI) of our printing system is displayed, with value outcomes that similarly include water, GHG emissions, and cost savings.

Figure 4.4e: Savings from Printing System

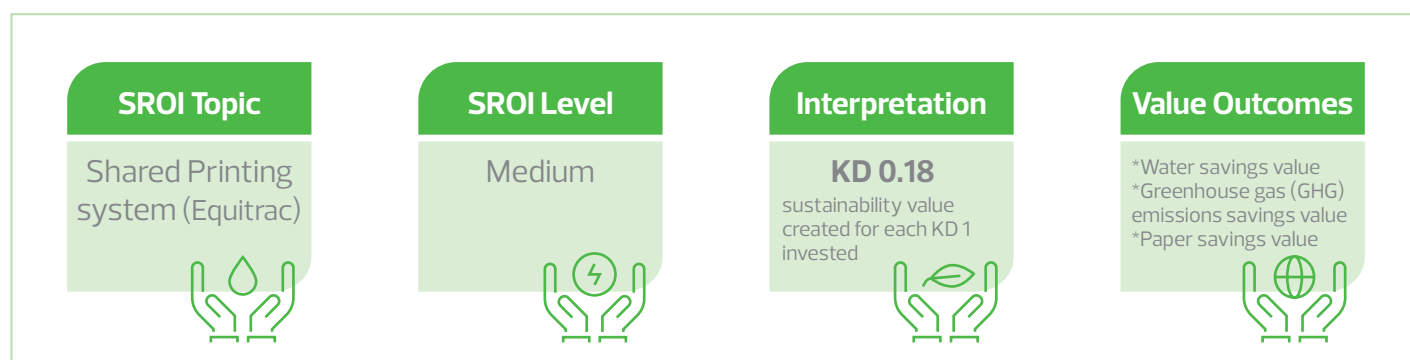
Savings Attributes	2020 Amounts
Paper saving (in paper sheets)	52,174
Cost saving (in KD)	1,121

Figure 4.4f: Savings from Printing System – Breakdown

Paper Savings Breakdown – from Printing System	2020 Amounts
Deleted pages	21,979
Expired pages	35,595
Forced mono pages	3,570
Total pages saved	52,174

Figure 4.4g: Environmental Savings from Printing System

Paper Environment Savings – from Printing System		
Saving	2020	Units
Paper Sheets	52,174	Sheets
Water	2014	Gallons
CO <sub>2</sub>	2.1	MT CO <sub>2</sub> e
Cost Savings (KD)	1,121	KD



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.



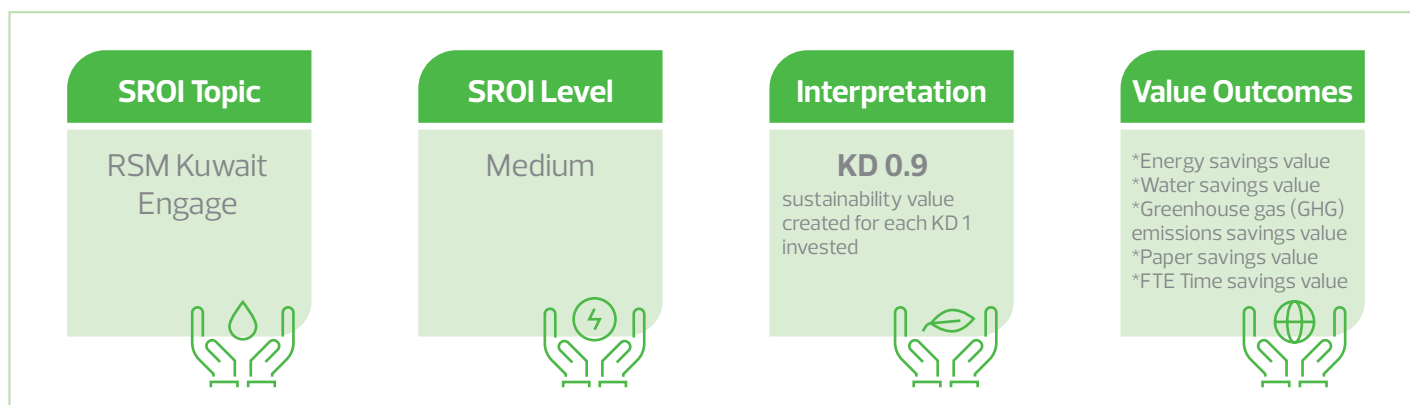
### RSM Kuwait Engage

As previously mentioned, we are using RSM Kuwait Engage to virtually interact with our customers. RSM Kuwait Engage allows us to transparently communicate with our clients in a responsible and efficient way, allowing for online document transfer, as well as updating and monitoring project phases progress. Besides the various sustainability outcomes from RSM Kuwait Engage (including governance, accountability, transparency, client experience, and others), this portal comes with a range of environmental impacts as well.

Specifically, the RSM Kuwait Engage has resulted in paper savings of about 17,800 sheets across the 390 clients using RSM Kuwait Engage. A breakdown of the environmental savings—namely in paper, GHG emissions, water, and energy savings—are provided in Figure 4.4h. The sustainable return of investment (SROI) of our RSM Kuwait Engage is displayed, with value outcomes that similarly include energy, water, GHG emissions, and paper savings.

Figure 4.4c: RSM Kuwait Engage – Environmental Savings

Saving	Amount	Units
Paper	17,800	Sheets for 390 clients
GHG	23	MT CO2e for 390 clients
Water	30,928	Gallons for 390 clients
Energy	37	Million BTUs for 390 clients



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

### Client Relationship Management (CRM)

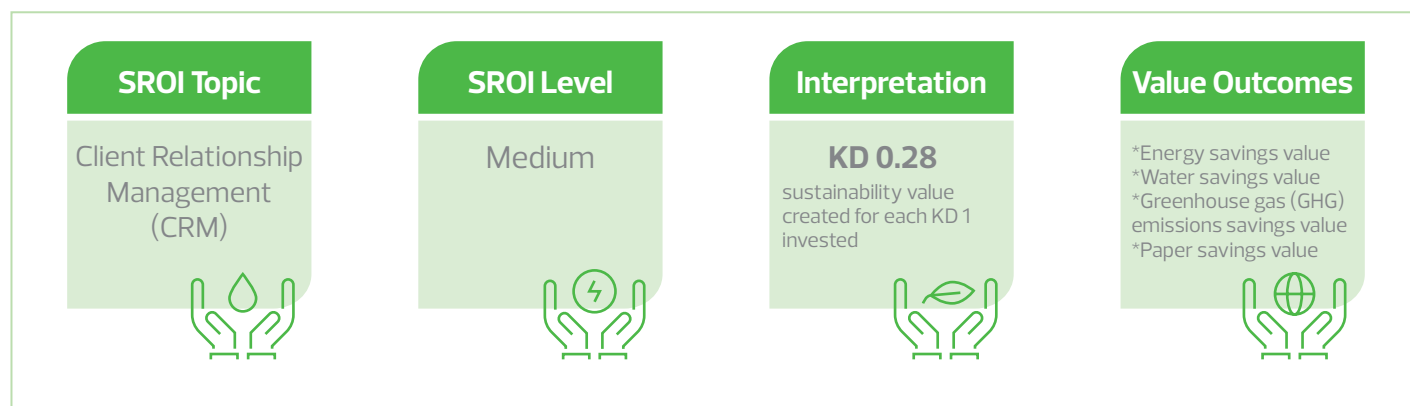
Our Client Relationships Management (CRM) system by Microsoft Dynamics is a fundamental tool throughout our business practices, as we utilize this system to track potential and won opportunities, record time entry from resources, integrate with RSM Kuwait Engage functions, and integrate further with Finance Department functions that included invoicing and billing. This sense of automation and efficiency similarly comes with a range of sustainability benefits, that include environmental outcomes due to paper savings.

Our CRM system has resulted in an estimated 23,600 sheets of paper savings in 2020. The environmental savings of this are provided in detail in Figure 4.4i, covering paper, GHG, water, and energy savings. The sustainable

return of investment (SROI) of our CRM system is displayed, with value outcomes that similarly include energy, water, GHG emissions, and paper savings.

Figure 4.4i: CRM – Environmental Savings

Saving	Amount	Units
Paper	23,600	Sheets for 390 clients
GHG	1	MT CO2e for 390 clients
Water	2,537	Gallons for 390 clients
Energy	3	Million BTUs for 390 clients



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

### Caseware and Transfora

The Caseware and Transfora are two systems that we use to prepare our documentations, including those requiring management signatures and approvals, and other Audit procedures. These 2 systems add efficiency and automation elements to work procedures, which would have otherwise been traditionally done through paper-based documents. As a result, these systems come with a variety of sustainability outcomes (ie. governance, transparency, accountability, and convenience), additionally reaping environmental benefits.

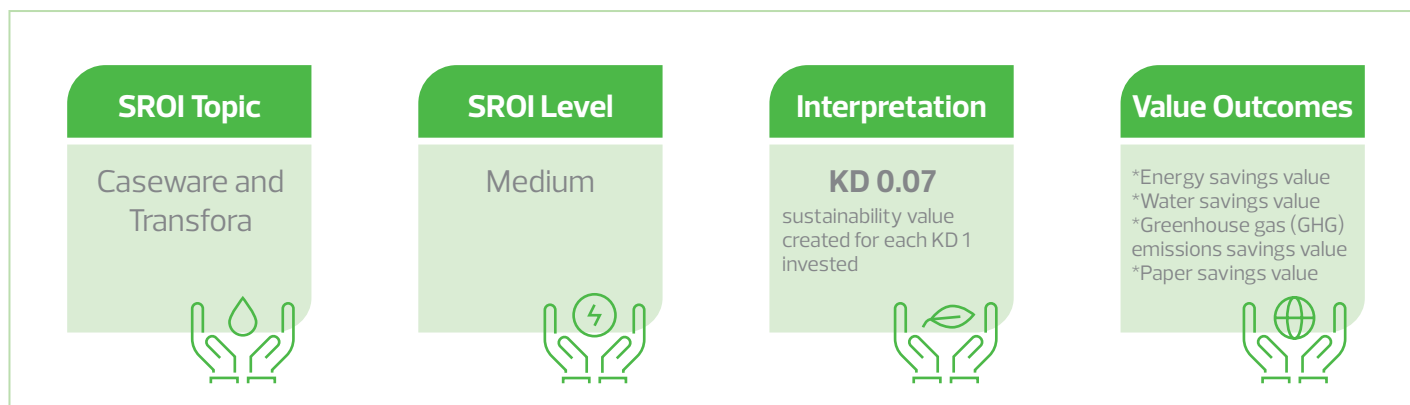
Accordingly, an estimate of 746,480 sheets of paper have been recorded as savings, translating into various environmental savings reported in Figure 4.4j as follows (covering paper, GHG, water, and energy savings). The sustainable return of investment (SROI) of our Caseware

and Transfora system is shown, with value outcomes that similarly include water, GHG emissions, energy, and paper cost savings.

Figure 4.4j: Caseware and Transfora – Environmental Savings

Saving	Amount	Units
Paper	746,480	Sheets for 390 clients
GHG	10.7	MT CO2e for 390 clients
Water	28,526.2	Gallons for 390 clients
Energy	32	Million BTUs for 390 clients





\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

#### RSM Auditor Assistant

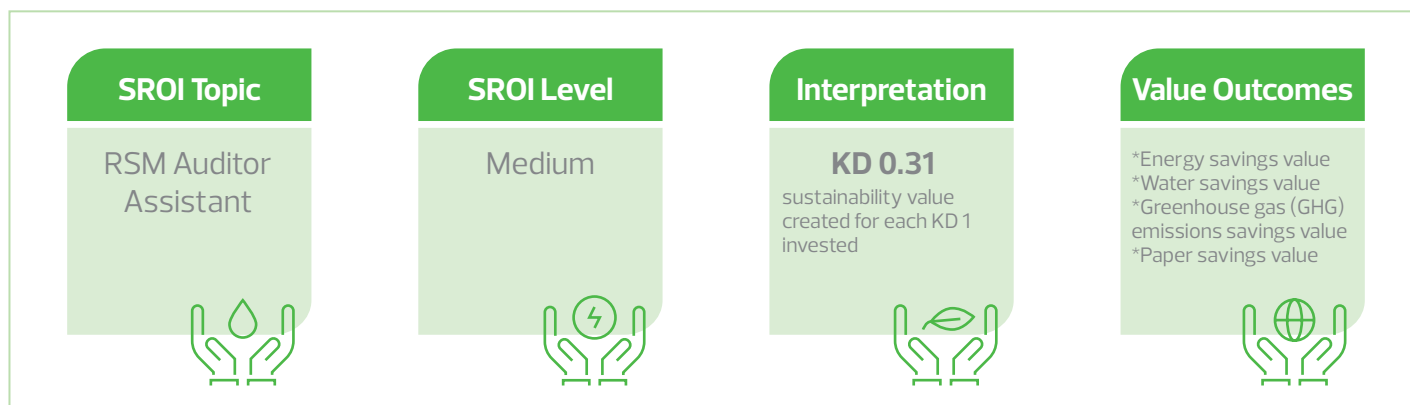
The RSM Auditor Assistant is a system used primarily by our Risk Consulting Department, which allows for virtually conducting and analyzing deliverables. This system adds layers of governance and automation into the Risk Consulting projects, realizing various benefits that include quality, accountability, and efficiency. The efficiency comes from reduced paper usage for procedures that would have been otherwise paper-based traditionally—yielding environmental outcomes from the savings in paper.

Accordingly, the use of the RSM Auditor Assistant system has resulted in about 45,000 sheets of paper savings, converted to various other environmental savings (namely paper, GHG, water, and energy) shown in Figure 4.4k as follows. The sustainable return of investment

(SROI) of our RSM Auditor Assistant system is displayed as follows, with value outcomes that similarly include water, GHG emissions, and cost savings.

Figure 4.4k: RSM Auditor Assistant – Environmental Savings

Saving	Amount	Units
Paper	45,000	Sheets
GHG	2	MT CO2e
Water	4,920	Gallons
Energy	6	Million BTU



\*Note: Please refer to Chapter 5, Section 5.3 "Sustainability Return on Investment (SROI)" for our approach to SROI.

## 4.5 Greenhouse Gas (GHG) Emissions

In continuation of our reporting practices from 2019, RSM Kuwait uses greenhouse gas (GHG) emissions as an indicator of environmental impact, further broken down into scope I, scope II, and scope III categories, described further in this section.

### Scope I GHG Emissions

Scope I GHG emissions are those incurred by a business from sources that are both owned and controlled by said business. RSM Kuwait accounts for scope I emissions through the Firm's owned cars, with fuel consumption of around KD 200 per month, for about 6 months of 2020. Accordingly, the incurred scope I GHG emissions are displayed in Figure 4.5a measured in CO<sub>2</sub>e, SO<sub>x</sub>, and NO<sub>x</sub>.

Figure 4.5a: Scope I GHG Emissions

Scope I GHG Emissions per Year			
GHG Type	CO <sub>2</sub> e	NO <sub>x</sub>	SO <sub>x</sub>
2020	27MT	30g	154.5g

### Scope II GHG Emissions

Scope II GHG emissions are those that the business controls but does not own, which would be grid electricity in this case. As with the previous year, electricity consumption data was not available, so it was instead estimated from an assessment done to be proportional to other firms in the industry. For 2020, we had further adjusted this consumption to factor in the lockdown periods where the office was not in use, as well as adjustments to consider that some consumption would still be constant in spite of the lockdown periods—ie. the heat, ventilation, and air conditioning (HVAC) systems. The scope II GHG emissions results in MT CO<sub>2</sub>e, NO<sub>x</sub>, and SO<sub>x</sub> are provided in Figure 4.5b as follows.

Figure 4.5b: Scope II GHG Emissions

Scope II GHG Emissions per Year			
GHG Type	CO <sub>2</sub> e	NO <sub>x</sub>	SO <sub>x</sub>
2020	1,480MT	1,480g	8,498g

### Scope III GHG Emissions

Scope III GHG emissions are emissions incurred by the business from sources that are neither owned nor controlled; in RSM Kuwait's case, this came from business air travel, noting that there are no rented cars. During 2020, the Firm's colleagues took 27 business air travel trips (one-way each). This has translated into scope III emissions in MT CO<sub>2</sub>e, NO<sub>x</sub>, and SO<sub>x</sub>, laid out in Figure 4.5c. Furthermore, Figure 4.5d illustrates the CO<sub>2</sub>e emissions allocated across different regions.

Figure 4.5c: Scope III – Air Travel GHG Emissions in 2020

Scope III – Air Travel GHG Emissions (2020)			
GHG Type	CO <sub>2</sub> e	NO <sub>x</sub>	SO <sub>x</sub>
2020	6.51MT	7g	37g

### Total GHG Emissions

Finally, GHG emissions from scope I, scope II, and scope III may also be reported in aggregate, displayed in Figure 4.5e showing a total of 1,514 MT CO<sub>2</sub>e emissions. The figure also presents the intensity amount per colleague, calculated at 7.6 MT CO<sub>2</sub>e / colleague. Figure 4.5d further highlights the allocation of these scopes, showing the majority of the emissions coming from Scope II.



Figure 4.5d: Scope III – Air Travel GHG Emissions per Region

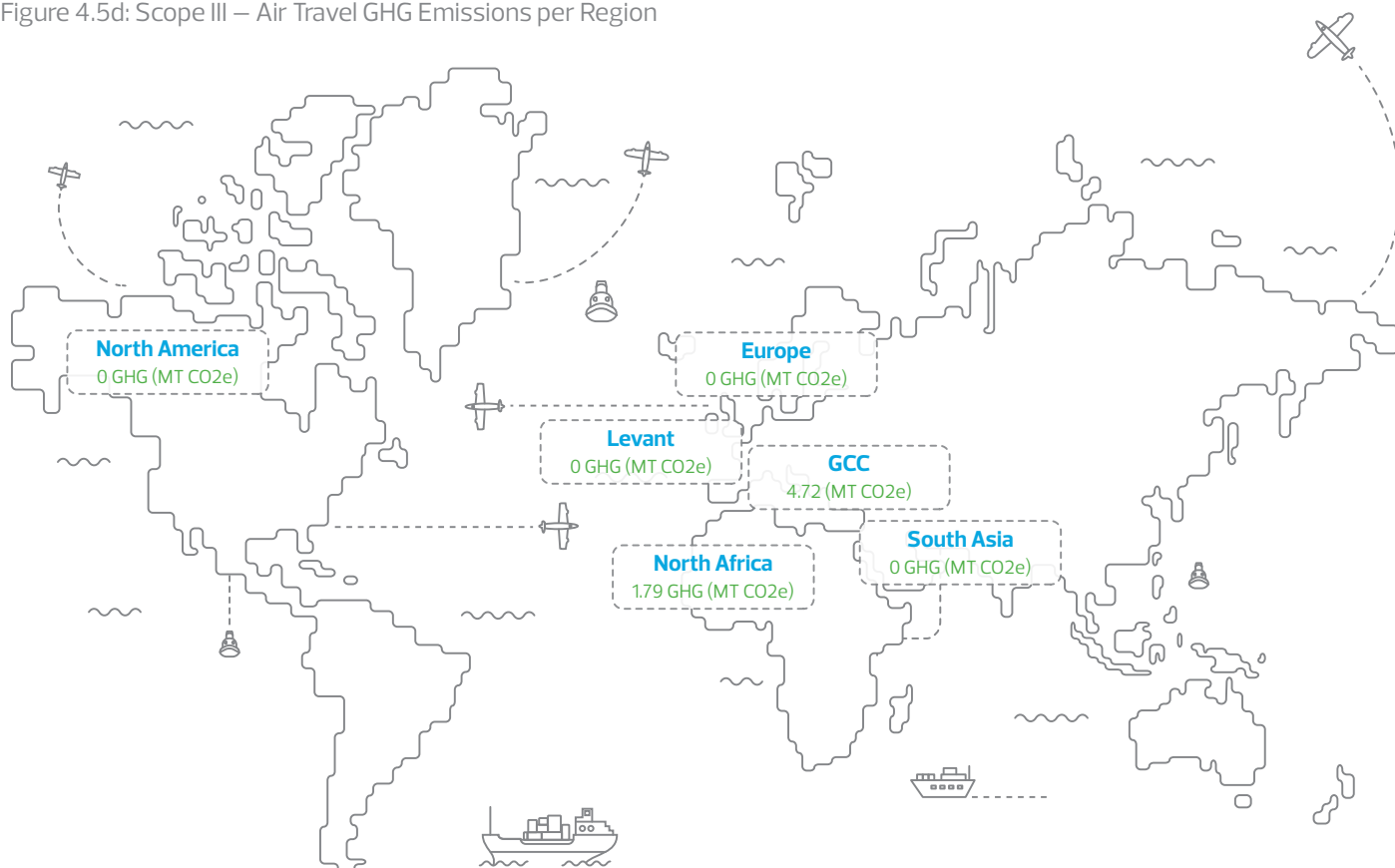
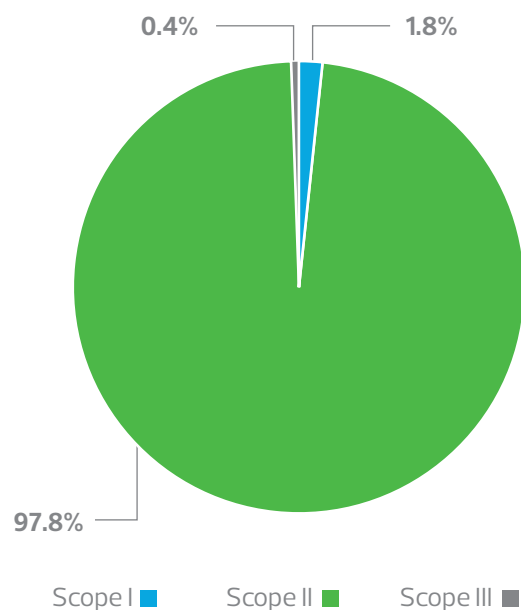


Figure 4.5e: Total GHG Emissions per Scope, Total, and Intensity

Total GHG Emissions per Scope, Total, and Intensity					
GHG Scope	Scope I	Scope II	Scope III	Total	Intensity (MT CO <sub>2</sub> e/colleague)
MT CO <sub>2</sub> e	27	1,480	6.5	1,514	7.6
Allocation	1.8%	97.8%	0.4%	100%	–

Figure 4.5d: Total GHG Emissions per Scope





# Driving Excellence through Sustainability

- Our Sustainability Focus Areas
- Integrating Excellence Values
- Sustainability Return on Investment (SROI)
- Stakeholder Engagement
- Materiality Assessment and Matrix



## 5. Driving Excellence through Sustainability

RSM Kuwait drives excellence through sustainability – meaning that we use sustainability as a benchmark throughout our business practices, whether managing our workforce, engaging with the community, catering to our clients with top-quality services, doing business with our suppliers, or governing our Firm. Our excellence and sustainability directions are aligned to the 4 sustainability dimensions ("Marketplace," "Community," "Environment," and "Workplace"), as well as the 3 ESG areas. These are further driven by the Firm's 6 sustainability focus areas listed inside.

COVID-19 resilience is directly related to our excellence and sustainability performance. Even before the pandemic, the Firm had built a solid foundation of sustainability, manifested by RSM Kuwait's Sustainability



Report 2019, equipping us with the means to remain resilient in continuing our business practices and meeting our stakeholders' needs and perceptions.

Throughout this section, we report on our excellence and sustainability approach, driven by the flow illustrated in Figure 5, and explain each stage in more detail.





### 5.1 Our Sustainability Focus Areas

RSM Kuwait embeds elements of sustainability into its business and sustainability reporting practice, mainly through 6 sustainability focus areas illustrated in Figure 5.1 as follows. Each of these focus areas is further described, aligned to its associated chapter, linked to its role in the Firm's COVID-19 resilience, aligned to RSM Global Principles, and aligned to ESG.

Figure 5.1: RSM Kuwait's Sustainability Focus Areas

RSM Kuwait Sustainability Focus Areas	Description	Associated Chapter	Link to COVID-19 Resilience	RSM Global Principles	ESG Alignment
1. Exhibiting Excellent Governance 	Emphasizes the importance of governance elements for RSM Kuwait, including policies, procedures, compliance, management, etc.	*Chapter 2: Exhibiting Excellent Governance and Services *Chapter 3: Caring for our Workplace *Chapter 5: Driving Excellence through Sustainability	Ensuring proper governance allows the Firm to remain resilient through leadership, policies, oversight, compliance, etc.	*Common Methods and Processes	*Governance (G)
2. Having a Positive Environmental Impact 	Demonstrates our dedication to measuring and evaluating our environmental impact, including matters like greenhouse gas (GHG) emissions, resource and waste management, energy efficiency, etc.	*Chapter 4: Our Social and Environmental Impacts *Chapter 5: Driving Excellence through Sustainability	Assessing and reporting our environmental impact in light of COVID-19 adaptations—ie. technology and resource use.	*Common Methods and Processes	*Environment (E)



RSM Kuwait Sustainability Focus Areas	Description	Associated Chapter	Link to COVID-19 Resilience	RSM Global Principles	ESG Alignment
3. Excelling at the Marketplace 	Represents our economic / business performance, mainly the services we provide to our clients.	*Chapter 2: Exhibiting Excellent Governance and Services *Chapter 5: Driving Excellence through Sustainability	Continuing to provide top-quality services to clients, in spite of the setbacks of the COVID-19 pandemic.	*Market Position *Accelerated Growth *Target Sectors *Service Lines *Target Markets	*Governance (G)
4. Caring for Our Workplace 	Illustrates our commitment to managing our employees, measuring and evaluating various elements like diversity, retention, turnover, and Kuwaitization, among others.	*Chapter 2: Exhibiting Excellent Governance and Services *Chapter 3: Caring for our Workplace *Chapter 4: Our Social and Environmental Impacts *Chapter 5: Driving Excellence through Sustainability	Adapting our workplace to the COVID-19 pandemic, mainly through remote working, and continuing to ensure our colleagues' rights.	*People	*Governance (G) *Social (S)
5. Engaging with Our Community 	Reports on how we engage with the community, including aspects like social media, events, publications, etc.	*Chapter 4: Our Social and Environmental Impacts *Chapter 5: Driving Excellence through Sustainability	Engaging with our community—ie. internships and events—virtually, even though there were COVID-19 and distancing obstacles.	*People	*Social (S)
6. Advancing Innovation and Digitization 	Relates to our dedication to use innovative technology to digitize and enhance both our internal operations as well as automation elements in our work practices for our clients.	*Chapter 2: Exhibiting Excellent Governance and Services *Chapter 3: Caring for our Workplace *Chapter 4: Our Social and Environmental Impacts *Chapter 5: Driving Excellence through Sustainability	Adapting to the COVID-19 pandemic, namely through technology and applications that support remote working.	*Common Methods and Practices *Accelerated Growth *Market Position *Service Lines *Environment (G)	*Governance (G)

## 5.2 Integrating Excellence Values

RSM Kuwait has embedded a range of excellence values into our approach to sustainability. These are identified into 3 scopes: Strategy, Stakeholders, and Performance. In summary, we embed sustainability into our overall strategy, integrate it in accordance with external and internal stakeholder engagement and priorities, and finally

yield performance results in both operational and strategy levels. Further details of these are displayed in Figure 5.2, where RSM Kuwait's approach to embedding each of the 3 excellence scopes into sustainability is described and aligned to the Firm's 6 sustainability focus areas.

Figure 5.2: Excellence Elements of RSM Kuwait

Excellence Areas	RSM Kuwait's Approach to Embedding Excellence into Sustainability	Sustainability Focus Areas
<b>1. Strategy:</b> Embedding into organizational focus areas and culture	We embed sustainability into our organizational culture through the involvement of various internal stakeholders in the development of the sustainability report, their awareness of this topic throughout the process, and the ultimate circulation of the report to them. We further embed sustainability into our governance through our related policies, disclosures, ethics, compliance, independence values, and others. Furthermore, sustainability is embedded into our mission, vision, and values, as well as having 6 sustainability focus areas.	1. Exhibiting Excellent Governance 2. Caring for Our Workplace
<b>2. Stakeholders:</b> Embedding into stakeholder engagement and value creation to stakeholders	We engage both external and internal stakeholders throughout the year, depending on the type of stakeholder—by addressing their concerns to reflect on overall results and performance. For the purpose of sustainability reporting, we illustrate this through a stakeholder engagement section, and further conduct a materiality analysis with both internal and external stakeholders to determine what is most significant for them to be reported this year. Besides engagement, we focus on creating value to stakeholders. We create sustainable value through the various impacts we have on a range of internal and external stakeholder beneficiaries—be it suppliers, employees, clients, governmental entities, etc. One way that we assess this value quantitatively is through the sustainable return on assessment (SROI).	1. Exhibiting Excellent Governance 2. Having a Positive Environmental Impact 3. Excelling at the Marketplace 4. Caring for Our Workplace 5. Engaging with Our Community 6. Advancing Innovation and Digitization
<b>3. Performance:</b> Embedding into strategy and operational performance	Our strategic and operational performance is identified, collected, measured, assessed, and reported throughout our sustainability report through a variety of sustainability-related KPIs that have foundation in ESG, GRI, SDG, and other sustainability frameworks. However, the report articulates the excellence elements of non-financial performance that are being addressed through the lens of sustainability disclosures. Since we are a service provider profession, the non-financial performance has tangible impacts on overall financial performance and business growth.	3. Exhibiting Excellent Governance 4. Having a Positive Environmental Impact 5. Excelling at the Marketplace 6. Caring for Our Workplace 7. Engaging with Our Community 8. Advancing Innovation and Digitization



### 5.3 Sustainability Return on Investment (SROI)

In continuation of our sustainability reporting practices from 2019, RSM Kuwait continues to use the sustainability return on investment (SROI) approach in 2020 to quantitatively identify, measure, assess, and report its sustainability performance. As a recap, SROI is a valuable tool in sustainability since it allows for the quantifying both tangible and intangible value through the use of "proxies," and comparing this value as a ratio to the investment put into it. For the 2020 sustainability reporting process, RSM Kuwait identified and assessed 14 SROI topics. These are displayed throughout the report in their associated sections. Each SROI calculation is displayed following a standard template format each of which follows a scale that ranges according to the legend in Figure 5.3a, and contains a variety of topics summarized in Figure 5.3b.

Figure 5.3a: SROI Scale Range

Scale	Level
0–99%	Medium
100 – 299%	High
300%+	Very High





Figure 5.3b: SROI Topics

#	SROI Topic
1	Employment
2	Number of interns
3	New colleague hires
4	Investment into health and safety
5	Turnover decreased
6	Investment into CSR
7	Health insurance
8	Paper recycling
9	Enterprise Resource Planning (ERP)
10	Shared Printing system (Equitrac)
11	RSM Kuwait Engage
12	Client Relationship Management (CRM)
13	Caseware and Transfora
14	RSM Auditor Assistant



### 5.4 Stakeholder Engagement

Central to sustainability is the stakeholder engagement, signifying specifically how RSM Kuwait maintains back-and-forth interactive communication channels among a range of internal and external stakeholders. This is further illustrated in Figure 5.4 showing engagement for each stakeholder grouped into external or internal categories, demonstrating for each stakeholder the engagement mechanism, stakeholder expectations, frequency of engagement, and how the Firm ensured engagement with said stakeholder in relation to COVID-19 resilience.

Figure 5.4: Stakeholder Engagement Table

Stakeholder Category	Stakeholder	Engagement Mechanism	Stakeholder Expectations	Frequency of Engagement	COVID-19 Resilience
External	Clients 	<ul style="list-style-type: none"> <li>Meetings</li> <li>Emails</li> <li>Phone calls</li> <li>Engagement Letters</li> <li>Website</li> <li>Proposals, pricing / quotes, invoices</li> <li>Client satisfaction and feedback</li> <li>Brochures, presentations, and other business development material</li> <li>RSM Kuwait Engage</li> <li>Social media</li> <li>Insights</li> </ul>	<ul style="list-style-type: none"> <li>Customer privacy and confidentiality</li> <li>Responsive services</li> <li>Efficiency</li> <li>Meeting deadlines</li> <li>Innovative solutions</li> <li>Data disclosure</li> </ul>	High	We continued to provide our clients with top quality services, even though there were COVID-19 pandemic challenges that impacted the global economy, workplace, etc.
	Government 	<ul style="list-style-type: none"> <li>Letters</li> <li>Compliance/ governmental reports</li> <li>Direct meetings</li> <li>Emails</li> <li>Phone calls</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with policies, legal and regulatory requirements</li> <li>Transparency</li> <li>Business ethics, integrity and code of conduct</li> <li>Management of risks</li> <li>Support governmental plans</li> </ul>	Low	We continued to comply with government regulations throughout the COVID-19 pandemic.
	Suppliers and Vendors 	<ul style="list-style-type: none"> <li>Emails</li> <li>Contracts and invoices</li> <li>Meetings</li> <li>Phone calls</li> </ul>	<ul style="list-style-type: none"> <li>Economic value</li> <li>Ongoing relationship management</li> <li>Resources efficiency</li> <li>Transparency</li> </ul>	Medium	We maintained our relationships and services with our suppliers / vendors, and provided them with them with their rights in line with our commitments and liabilities.
	Community 	<ul style="list-style-type: none"> <li>Website</li> <li>Social media</li> <li>Events</li> </ul>	<ul style="list-style-type: none"> <li>Awareness</li> <li>Environmental and social welfare support</li> <li>Human rights</li> <li>Social development</li> </ul>	Low	We continued to conduct social engagements, including social media, insights, knowledge-sharing events, etc.—focusing on online methods.



Stakeholder Category	Stakeholder	Engagement Mechanism	Stakeholder Expectations	Frequency of Engagement	COVID-19 Resilience
Internal	Employees 	<ul style="list-style-type: none"> <li>• Training</li> <li>• HR announcements</li> <li>• MenaMe HR system</li> <li>• Staff orientation and workshops</li> <li>• Reports including sustainability report</li> <li>• RSM Kuwait portal</li> <li>• Evaluations</li> <li>• Policies on intranet</li> <li>• Meetings</li> <li>• Daily interactions (Emails, WhatsApp and phone calls)</li> <li>• Code of conduct</li> <li>• Customer Relationship Management (CRM) system</li> <li>• Insights</li> <li>• Employee engagement events</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with labor law rights</li> <li>• Equal opportunities</li> <li>• Human rights</li> <li>• Diversified career development</li> <li>• Work-life balance</li> <li>• Occupational health &amp; safety</li> <li>• Work ethics</li> <li>• Recognition &amp; rewards</li> <li>• Kuwaitization</li> <li>• Compensation</li> </ul>	High	We managed our workforce sustainably even though there were challenges from the COVID-19 pandemic, including safeguarding their rights and providing them with compensation in line with the Firm's commitments and liabilities.
	Management 	<ul style="list-style-type: none"> <li>• HR announcements</li> <li>• MenaMe HR system</li> <li>• Reports including sustainability report</li> <li>• Evaluations</li> <li>• Policies on intranet</li> <li>• Meetings</li> <li>• Emails</li> <li>• Phone calls</li> <li>• Customer Relationship Management (CRM) system</li> <li>• Client satisfaction and feedback results</li> </ul>	<ul style="list-style-type: none"> <li>• Clear policies and guidelines</li> <li>• Corporate governance</li> <li>• Compliance</li> <li>• Compensation</li> </ul>	High	The management played an important role in ensuring that the Firm remains resilient throughout the COVID-19 pandemic, through crucial policies and decision-making.

**Legend:**

Low – Rarely during the year

Medium – Periodically throughout the year

High – Several times during the month

## 5.5 Materiality Assessment and Matrix

In accordance with Global Reporting Initiative (GRI) reporting standards, a materiality assessment had to be conducted as a foundation of the 2020 sustainability report. As with the previous year, the Firm conducted surveys with internal stakeholders (x-axis) to analyze each topic's importance to them. However, what was different is that this year external stakeholders were also surveyed (y-axis), rather than the benchmarking analysis conducted the previous year for that axis.

This year, RSM Kuwait approached a wider range of external and internal stakeholders, including colleagues, clients, and other non-client stakeholders. This was done in a convenient virtual manner in the form of online surveys. Whereas the previous year gave us insight into our material topics against other practices in the industry, this year's insight came from closely considering both our directly-related external and internal stakeholders. These materiality steps are considered by us to be important in diagnosing our directions, making sure that all our stakeholders' concerns and priorities are addressed, and further analyzing any gaps that may be revealed between external and internal stakeholders' priorities.

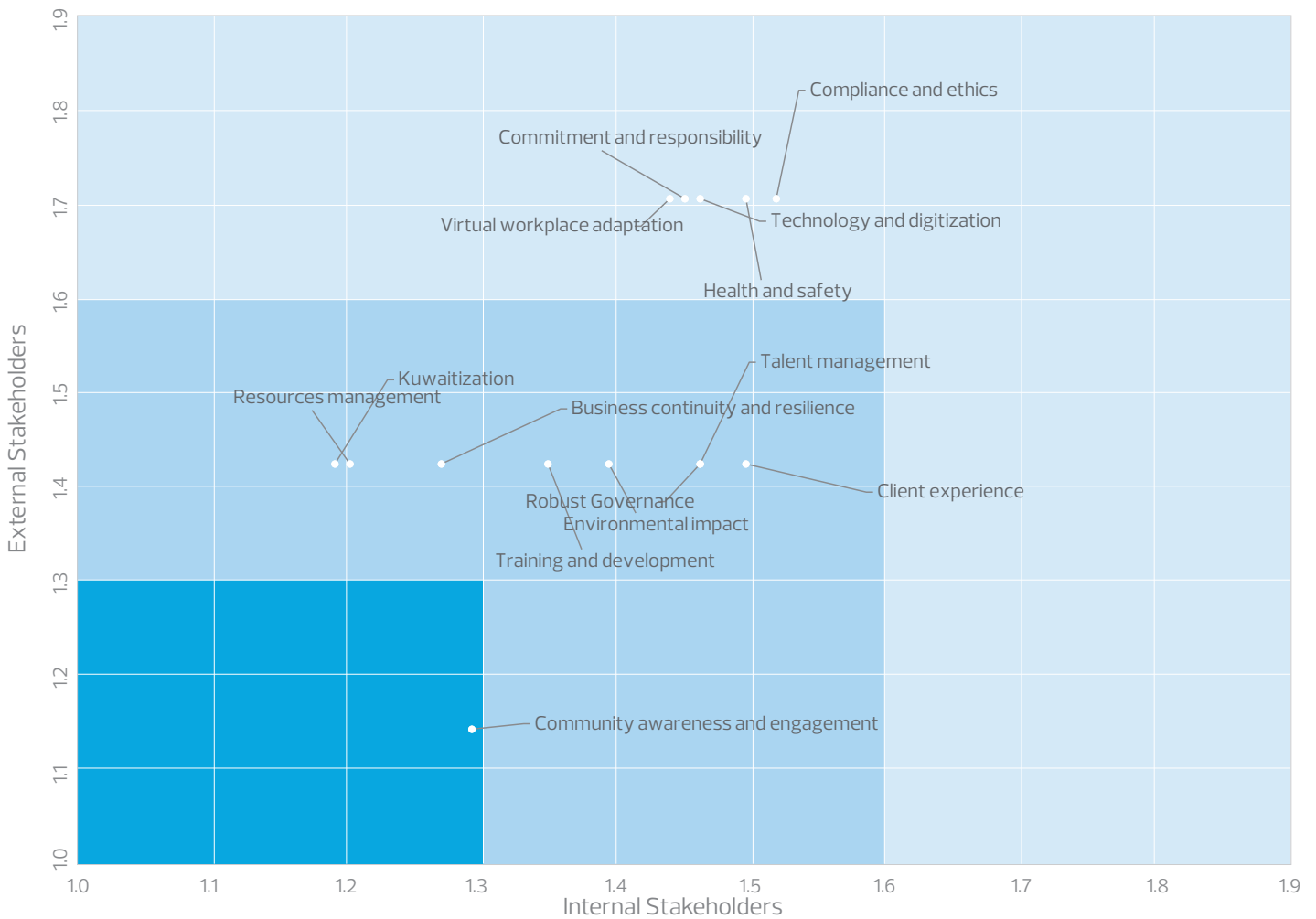
Overall, 14 material topics were rated by 25 external stakeholders and 18 internal stakeholders, reaching 43 stakeholders. This is a relatively good sample size, considering that common practice is to have a sample size of at least 30 for statistical significance. The resulting materiality matrix chart is displayed in Figure 5.5a, and Figure 5.5b shows this interpretation by categorizing each material topic. It shows that out of the 14 material topics, 1 topic was low, 8 topics were medium, and the other 5 topics were high.

Figure 5.5b: Materiality Levels of Material Topics

#	Topic	Materiality Level
1	Business continuity and resilience	Medium
2	Commitment and responsibility	High
3	Robust governance	Medium
4	Technology and digitization	High
5	Compliance and ethics	High
6	Client experience	Medium
7	Health and safety	High
8	Talent management	Medium
9	Kuwaitization	Medium
10	Training and development	Medium
11	Virtual workplace adaptation	High
12	Environmental impact	Medium
13	Resources management	Medium
14	Community awareness and engagement	Low



Figure 5.5a: Materiality Matrix



In addition, to highlight RSM Kuwait's impacts and contribution to international and national sustainability drivers and frameworks, the material topics have been aligned to the UN Sustainable Development Goals (SDGs) and the Kuwait National Development Plan (KNDP). Figure 5.5c displays the specific SDGs that are in alignment, while Figure 5.5d shows the specific KNDP pillars in alignment with each material topic.

Figure 5.5c: UN Sustainable Development Goals (SDG) Alignment to Material Topics

	Material Topics	Sustainable Development Goals						
		1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 
1	Business continuity and resilience			✓				
2	Commitment and responsibility	✓						
3	Robust Governance							
4	Technology and digitization							
5	Compliance and ethics			✓				
6	Client experience							
7	Health and safety			✓				
8	Talent management	✓				✓		
9	Kuwaitization							
10	Training and development				✓			
11	Virtual workplace adaptation			✓				
12	Environmental impact							✓
13	Resources management							✓
14	Community awareness and engagement				✓			



8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
✓	✓								
✓									
✓									
✓	✓								
✓									
✓									
✓									
✓	✓								
				✓	✓				
				✓	✓				

Figure 5.5d: KNDP Alignment:

		Kuwait National Development Plan (KNDP)				
						
	Material Topics	Global positioning	Creative Human Capital	High quality Healthcare	Sustainable Living Environment	Sustainable Diversified Economy
1	Business continuity and resilience	✓	✓	✓		✓
2	Commitment and responsibility	✓	✓			✓
3	Robust Governance	✓				✓
4	Technology and digitization	✓				✓
5	Compliance and ethics	✓				
6	Client experience	✓				✓
7	Health and safety	✓	✓	✓		
8	Talent management	✓	✓			
9	Kuwaitization	✓	✓			
10	Training and development	✓	✓			
11	Virtual workplace adaptation	✓	✓	✓		
12	Environmental impact	✓			✓	
13	Resources management	✓			✓	
14	Community awareness and engagement	✓	✓			✓







# Appendix

- Global Reporting Initiative (GRI) Index
- Training Index
- RSM Kuwait Policies
- RSM Kuwait Business Travels and GHG Emissions

## 6.1. Global Reporting Initiative (GRI) Index

GRI Standard Disclosure Number	Individual Disclosure Items	Page / Information
102-1	Name of organization	14
102-2	Activities, brands, products, and services	14, 22
102-3	Location of headquarters	2
102-4	Location of operation	2
102-5	Ownership and legal form	20
102-6	Markets served	14
102-7	Scale of the organization	14
102-8	Information on employees and other workers	33-41
102-9	Supply chain	47
102-12	External initiatives	17
102-13	Membership of associations	14
102-14	Statement from senior decision-maker	6-9
102-15	Key impacts, risks and opportunities	22
102-16	Values, principles, standards, and norms of behavior	15-16
102-17	Mechanisms for advice and concerns about ethics	27
102-18	Governance structure	21
102-19	Delegating authority	21
102-20	Executive-level responsibility for economic, environmental, and social topics	20 (focus is mainly in economic and governance)
102-21	Consulting stakeholders on economic, environmental, and social topics	56
102-22	Composition of the highest governance body and its committees	20
102-23	Chair of the highest governance body	21
102-25	Conflicts of interest	27
102-26	Role of highest governance body in setting purpose, values, and strategy	20
102-27	Collective knowledge of highest governance body	20
102-29	Identifying and managing economic environmental, and social impacts	61
102-30	Effectiveness of risk management processes	22
102-31	Review of economic, environmental, and social topics	64
102-32	Highest governance body's role in sustainability reporting	6-9
102-33	Communicating critical concerns	64
102-34	Nature and total number of critical concerns	64

GRI Standard Disclosure Number	Individual Disclosure Items	Page / Information
102-35	Remuneration policies	N/A (not core standard)
102-36	Process for determining remuneration	N/A (not core standard)
102-37	Stakeholders' involvement in remuneration	N/A (not core standard)
102-38	Annual total compensation ratio	N/A (not core standard)
102-39	Percentage increase in annual total compensation ratio	N/A (not core standard)
102-40	List of stakeholder groups	61-63
102-41	Collective bargaining agreements	No collective bargaining agreements
102-42	Identifying and selecting stakeholders	61
102-43	Approach to stakeholder engagement	62-63
102-44	Key topics and concerns raised	64
102-45	Entities included in the consolidated financial statements	Only RSM Kuwait
102-46	Defining report content and topic boundaries	2
102-47	List of material topics	64
102-48	Restatements of information	No restatements since it is the first sustainability report for RSM Kuwait.
102-49	Changes in reporting	No changes.
102-50	Reporting period	1 Jan 2020 – 31 Dec 2020
102-51	Date of most recent report	2019
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	2
102-54	Claims of reporting in accordance with the GRI Standards	2
102-55	GRI content index	71
102-56	External assurance	No external sustainability assurance conducted.
103	Management approach: Business continuity and resilience	64
103	Management approach: Commitment and responsibility	64
103	Management approach: Robust governance	64
103	Management approach: Technology and digitization	64
103	Management approach: Compliance and ethics	64
103	Management approach: Client experience	64

GRI Standard Disclosure Number	Individual Disclosure Items	Page / Information
103	Management approach: Health and safety	64
103	Management approach: Talent management	64
103	Management approach: Kuwaitization	64
103	Management approach: Training and development	64
103	Management approach: Virtual workplace adaptation	64
103	Management approach: Environmental impact	64
103	Management approach: Resources management	64
103	Management approach: Community awareness and engagement	64
201-2	Financial implications and other risks and opportunities due to climate change	N/A
201-3	Defined benefit plan obligations and other retirement plans	37
201-4	Financial assistance received from government	N/A
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	N/A
202-2	Proportion of senior management hired from the local community	40
203-1	Infrastructure investments and services supported	N/A
203-2	Significant indirect economic impacts	61
204-1	Proportion of spending on local suppliers	47
205-2	Communication and training about anti-corruption policies and procedures	40, 76
205-3	Confirmed incidents of corruption and actions taken	Zero
301-1	Materials used by weight or volume	N/A
301-2	Recycled input materials used	48
302-1	Energy consumption within the organization	54
303-4	Water discharge	49
303-5	Water consumption	Not measurable since water is included in the office rent.
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None
304-2	Significant impacts of activities, products, and services on biodiversity	None
304-3	Habitats protected or restored	None
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	None
305-1	Direct (Scope 1) GHG emissions	54

GRI Standard Disclosure Number	Individual Disclosure Items	Page / Information
305-2	Energy indirect (Scope 2) GHG emissions	54
305-3	Other indirect (Scope 3) GHG emissions	54
305-4	GHG emissions intensity	55
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	54
306-1	Waste generation and significant waste-related impacts	49
307-1	Non-compliance with environmental laws and regulations	None
308-1	New suppliers that were screened using environmental criteria	None
308-2	Negative environmental impacts in the supply chain and actions taken	None
401-1	New employee hires and employee turnover	35
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	37
401-3	Parental leave	37
402-1	Minimum notice periods regarding operational changes	3 months prior to termination
403-1	Workers representation in formal joint management-worker health and safety committees	None
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	None
403-3	Workers with high incidence or high risk of diseases related to their occupation	None
403-4	Health and safety topics covered in formal agreements with trade unions	None
404-1	Average hours of training per year per employee	40
404-2	Programs for upgrading employee skills and transition assistance programs	76
404-3	Percentage of employees receiving regular performance and career development reviews	100%
405-1	Diversity of governance bodies and employees	36
405-2	Ratio of basic salary and remuneration of women to men	N/A
406-1	Incidents of discrimination and corrective actions taken	None
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None
408-1	Operations and suppliers at significant risk for incidents of child labor	None
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None



GRI Standard Disclosure Number	Individual Disclosure Items	Page / Information
410-1	Security personnel trained in human rights policies or procedures	None
411-1	Incidents of violations involving rights of indigenous peoples	None
412-1	Operations that have been subject to human rights reviews or impact assessments	None
412-2	Employee training on human rights policies or procedures	Zero
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	None
413-1	Operations with local community engagement, impact assessments, and development programs	61
413-2	Operations with significant actual and potential negative impacts on local communities	None
414-1	New suppliers that were screened using social criteria	None
414-2	Negative social impacts in the supply chain and actions taken	None
415-1	Political contributions	None
416-1	Assessment of the health and safety impacts of product and service categories	None / not relevant
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None / not relevant
417-1	Requirements for product and service information and labeling	None / not relevant
417-2	Incidents of non-compliance concerning product and service information and labeling	None / not relevant
417-3	Incidents of non-compliance concerning marketing communications	None / not relevant
418-1	Substantiated complaints concerning breaches of client privacy and losses of client data	None

## 6.2. Training Index

#	Training course	Hours	# of participants	Total hours	Training tool/ platform	Department	Level
1	2 in 1: Complete Excel + Data Analysis	3	1	3	Virtual	All	All Levels
2	A Refresher Session on OPD and IFRS Updates for 2020	1	78	78	Virtual	All	All Levels
3	Accounting & Financial Statement Analysis	4	1	4	Virtual	All	All Levels
4	Accounting Fundamentals	3	1	3	Virtual	All	All Levels
5	Accounting Fundamentals	3.5	1	3.5	Virtual	All	All Levels
6	Advance Excel Formula and Function	11	1	11	Virtual	All	All Levels
7	Advanced Valuation and Strategy – M&A, Private Equity, and Venture Capital	42.5	1	42.5	Virtual	All	All Levels
8	Advanced Valuation and Strategy – M&A, Private Equity, and Venture Capital	15	1	15	Virtual	All	All Levels
9	Application of AI, InsurTech, & Real Estate Technology	5	1	5	Virtual	All	All Levels
10	Automate the Boring Stuff with Python Programming	14	1	14	Virtual	All	All Levels
11	Basic Financial Modelling	8.5	2	17	Virtual	All	All Levels
12	Be a Smart Remote Worker	4	1	4	Virtual	All	All Levels
13	Be a Smart Remote Worker	2	1	2	Virtual	All	All Levels
14	Boost Your Productivity: Adapt, Improve, Do!	1	1	1	Virtual	All	All Levels
15	Budgeting for Business	4	1	4	Virtual	All	All Levels
16	Business Etiquette	3.8	36	136.8	Virtual	All	All Levels



#	Training course	Hours	# of participants	Total hours	Training tool/ platform	Department	Level
17	Cert Prep: PowerPoint 2016 Microsoft Office Specialist	3	2	6	Virtual	All	All Levels
18	CFA Level 1 (2020) – Complete Alternative Investments	2.5	1	2.5	Virtual	All	All Levels
19	CFA Level 1 (2020) – Complete Financial Reporting & Analysis;	12	1	12	Virtual	All	All Levels
20	CFA Level 1 (2020) – Complete Corporate Finance	5	1	5	Virtual	All	All Levels
21	CFA Level 1 Boot Camp	30	1	30	Virtual	All	All Levels
22	Commercial Credit Analysis	7.3	1	7.3	Virtual	All	All Levels
23	Communication Skills	3	1	3	Virtual	All	All Levels
24	Comprehensive Microsoft Word	1.5	1	1.5	Virtual	All	All Levels
25	Concepts of Data Analysis	2	12	24	Virtual	All	All Levels
26	Corporate Governance	1.5	12	18	Virtual	All	All Levels
27	Cryptocurrency and Blockchain: An Introduction to Digital Currencies	6	1	6	Virtual	All	All Levels
28	Customer Service	1.8	28	50.4	Virtual	All	All Levels
29	Develop Your Writing Skills	9.3	1	9.3	Virtual	All	All Levels
30	Discounted Cash Flow versus Capitalization of Earnings	1.5	6	9	Virtual	All	All Levels
31	Emotional Intelligence at Work: Learn from your Emotions	3	1	3	Virtual	All	All Levels
32	English Punctuation Made Easy	0.4	1	0.4	Virtual	All	All Levels
33	English Grammar Pro– Beginner to Advanced (A1–C1)	11	1	11	Virtual	All	All Levels

#	Training course	Hours	# of participants	Total hours	Training tool/ platform	Department	Level
34	Economics for Capital Markets	4	1	4	Virtual	All	All Levels
35	Excel Crash Course	3.6	41	147.6	Virtual	All	All Levels
36	Excel: Macros and VBA for Beginners	8	1	8	Virtual	All	All Levels
37	Excel: Macros and VBA for Beginners	0.4	1	0.4	Virtual	All	All Levels
38	Excel Dynamic Arrays: Beginner to Expert (Microsoft 365)	11	1	11	Virtual	All	All Levels
39	Excel Dynamic Arrays – Beginner to Expert (Microsoft 365)	4	1	4	Virtual	All	All Levels
40	Festival of Reimagination	9	57	513	Virtual	All	All Levels
41	Financial Modeling and Valuation	60	1	60	Virtual	All	All Levels
42	Financial Data Analysis for Leaders Program	21	1	21	Virtual	All	All Levels
43	Financial Modelling: Build a complete DCF Valuation Model	6	1	6	Virtual	All	All Levels
44	Financial Planning & Analysis – Building a Company Budget	4	1	4	Virtual	All	All Levels
45	FinTech: Foundations, Payments, and Regulations	7	1	7	Virtual	All	All Levels
46	Forms of Business Structure	2	1	2	Virtual	All	All Levels
47	Fundamentals of Credit	5	1	5	Virtual	All	All Levels
48	Fundamentals of Credit	3	1	3	Virtual	All	All Levels
49	Getting Started With SharePoint Online	2	1	2	Virtual	All	All Levels
50	Fundamentals of Credit	2.5	1	2.5	Virtual	All	All Levels
51	Green Jujitsu: Employee Engagement for Sustainability	3	1	3	Virtual	All	All Levels
52	How to Become a Workplace Coach	1.8	12	21.6	Virtual	All	All Levels



#	Training course	Hours	# of participants	Total hours	Training tool/ platform	Department	Level
53	How to Create Animated Videos with PowerPoint	4.5	1	4.5	Virtual	All	All Levels
54	How to Make Your Charts Awesome	0.2	1	0.2	Virtual	All	All Levels
55	HR	1.5	12	18	Virtual	All	All Levels
56	IA_0001_Introduction to Internal Audit	1	12	12	Virtual	All	All Levels
57	IA_0004_Auditor Assistant Intro	1	12	12	Virtual	All	All Levels
58	IA_0014_Flowcharting and Process Maps	1	12	12	Virtual	All	All Levels
59	IFRS 9 – Kepler Training	19	20	380	Virtual	All	All Levels
60	IFRS 9 Impairment Model	1	77	77	Virtual	All	All Levels
61	IFRS 9 Impairment Model Confirmation	1	2	2	Virtual	All	All Levels
62	Innovative Strategy A Beginners Guide	1.5	1	1.5	Virtual	All	All Levels
63	Introduction to Agile Management	2.4	12	28.8	Virtual	All	All Levels
64	Introduction to Corporate Finance	7.5	4	30	Virtual	All	All Levels
65	Introduction to Derivatives	4.5	2	9	Virtual	All	All Levels
66	Introduction to Intangibles valuation	1.3	7	9.1	Virtual	All	All Levels
67	Investing in Kuwait	4	1	4	Virtual	All	All Levels
68	M&A, Valuation, Selling a Company	9	1	9	Virtual	All	All Levels
69	Lending, Crowdfunding, and Modern Investing	7	1	7	Virtual	All	All Levels
70	Managing Virtual Teams by Graeme	1	137	137	Virtual	All	All Levels
71	Math Fundamentals for Capital Markets	1.5	3	4.5	Virtual	All	All Levels
72	Microsoft Office Shortcuts and Speed Tips	1	1	1	Virtual	All	All Levels

#	Training course	Hours	# of participants	Total hours	Training tool/ platform	Department	Level
73	Merger & Acquisitions	9	1	9	Virtual	All	All Levels
74	Microsoft SQL for Beginners	2	1	2	Virtual	All	All Levels
75	MS Word Arabic	15	3	45	Virtual	All	All Levels
76	New Manager Training	8.7	3	26.1	Virtual	All	All Levels
77	OKR Goal Setting 101 – Achieve More Goals than Ever! Faster!	3	1	3	Virtual	All	All Levels
78	Office 365 PowerPoint New Features: Designer and Morph	0.1	1	0.1	Virtual	All	All Levels
79	Outlook: Efficient Email Management	1.6	1	1.6	Virtual	All	All Levels
80	Problem Solving with Emotional Intelligence	3.8	23	87.4	Virtual	All	All Levels
81	Productivity and Time Management	2.2	13	28.6	Virtual	All	All Levels
82	Project Management: Beginner to Project	7.6	9	68.4	Virtual	All	All Levels
83	Punctuation Mastery	2.3	1	2.3	Virtual	All	All Levels
84	Reading Financial Statements	2	1	2	Virtual	All	All Levels
85	Risk Advisory	2	12	24	Virtual	All	All Levels
86	Risk Management	1.5	11	16.5	Virtual	All	All Levels
87	RSM FDD Training	20	1	20	Virtual	All	All Levels
88	RSM Orb and Related Caseware Files Training 2020	20	78	1560	Virtual	All	All Levels
89	RSM Quality Assurance and Risk Containment Policy	2	12	24	Virtual	All	All Levels
90	Social Skills for Success	4	1	4	Virtual	All	All Levels
91	Shark Accounting	2	1	2	Virtual	All	All Levels
92	SOX Part 1	2	12	24	Virtual	All	All Levels
93	SOX Part 2	2	12	24	Virtual	All	All Levels
94	SOX Part 3	2	12	24	Virtual	All	All Levels
95	SOX Part 4	2	12	24	Virtual	All	All Levels
96	Store	1.5	12	18	Virtual	All	All Levels

#	Training course	Hours	# of participants	Total hours	Training tool/ platform	Department	Level
97	Stress Management	1	48	48	Virtual	All	All Levels
98	Stress Reduction Tips for Anxiety and Worry Management	5	1	5	Virtual	All	All Levels
99	Structured Presentation Slides	1	11	11	Virtual	All	All Levels
100	Technical, Operational, and Management Resilience of the Financial Sector In the Era of COVID-19	1	5	5	Virtual	All	All Levels
101	The Complete Financial Analyst Course	37.5	2	75	Virtual	All	All Levels
102	The Complete Presentation & Public Speaking Course	15	1	15	Virtual	All	All Levels
103	The Complete Financial Analyst Course 2020	30	1	30	Virtual	All	All Levels
104	The Complete Presentation and Public Speaking/Speech Course	12	1	12	Virtual	All	All Levels
105	Time Management Mastery Course – Enhanced Productivity	2	5	10	Virtual	All	All Levels
106	Tips for Writing Business Emails	8.5	1	8.5	Virtual	All	All Levels
107	Working from Home Effectively	3	1	3	Virtual	All	All Levels
108	Tips for Writing Business Emails	0.3	1	0.3	Virtual	All	All Levels
-	<b>Totals</b>	-	<b>958</b>	<b>4,388.7</b>	-	-	-

### 6.3. RSM Kuwait Policies

- 1 RSM Ethics and Independence Policy
- 2 RSM Peer Review Global Inspection Policy
- 3 RSM Global – Risky Client Policy
- 4 Anti-Bribery and Corruption Policies and Procedures
- 5 CMA – Disclosure and Transparency
- 6 IFAC Code of Ethics
- 7 Audit Methodology Matrix
- 8 Chargeability Matrix
- 9 Billing Rate
- 10 Marketing Strategy Rewards Program
- 11 Office Protocols
- 12 Dress Code Policy
- 13 Business Travel Policy
- 14 Group Medical Insurance Policy 2019
- 15 Career Path Policy
- 16 Job Descriptions for All Levels
- 17 Evaluation Policy
- 18 Leave Policy
- 19 Transfer Policy



## 6.4. RSM Kuwait Business Travels and GHG Emissions

2020				
Departure Location	Destination Location	Class	# of Trips	GHG Emissions (MT CO2e)
Kuwait	Saudi Arabia	Economy	8	0.4
Saudi	Kuwait	Economy	8	0.4
Egypt	Kuwait	Economy	4	1.79
Kuwait	Egypt	Economy	4	1.79
Chennai	Kuwait	Economy	1	1.05
Chennai	Doha	Economy	1	0.92
Doha	Kuwait	Economy	1	0.16
<b>Totals:</b>			<b>27</b>	<b>6.51</b>

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# The Power of Being Resilient

RSM Kuwait



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