



CAMPUS AND COMMUNITY

# ANNUAL REPORT

2024 - 2025





# A Year of Impact

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# Executive Summary

Campus and Community (C&C) at KAUST delivers a wide range of essential services and programs designed to **elevate the quality of life and operational excellence** across the University.

The newly unified department, **merging Community Life and Facilities Management**, launched its first year of integrated operations with purpose and momentum.

With a focus on collaboration, innovation, and sustainability, the department strives to create an environment where the KAUST community can thrive personally and professionally.

**This report highlights key achievements, strategic advancements, community impact, and a steadfast commitment to service excellence, innovation, and sustainability.**

## Message from the Vice President

2024–2025 marked a pivotal year for Campus and Community as we embarked on **our first full operational cycle** as an integrated entity.

With deep gratitude for our teams' dedication, I am proud to share this inaugural report that reflects the immense progress we have made in combining **people-focused services with world-class facilities management**.

By aligning our operations with KAUST's mission and values, we have streamlined

service delivery, strengthened strategic partnerships, and placed community well-being at the center of our planning.

Our vision is ambitious—to be a **global benchmark for campus and community excellence**—and this year, we have taken bold steps toward realizing it.



**Amr Atiah,**  
Vice President



# Our Vision

**Empowering all to thrive in a unique, innovative community.** As a leading service provider, we aim to set a global benchmark by delivering exceptional customer experiences through highly qualified experts.

## Our Team

Our leaders and teams across C&C have worked tirelessly to create spaces where research flourishes, friendships grow, and families feel at home. By combining operational excellence with people-focused programs, **we are laying the foundations for KAUST to be recognized globally as a model of community living.**



**MAHA ALDUBAIYAN**  
*Director, Campus and  
Community Services and  
Social Development*



**SAID ALBADER**  
*Director,  
Facilities Management*



**SAEED BAWAZIR**  
*Director,  
Business Operations*





# Our Shared Direction

At C&C, everything we do is guided by KAUST's wider goals and the Kingdom's priorities. These objectives help us focus our efforts, work smarter together, and

deliver services that make a real difference to daily life on campus. Here's how our department is contributing to these big-picture ambitions.

## Strengthen KAUST and Align with KSA Priorities

### Sustainability

We make greener choices every day to build a more sustainable future. By reducing waste and conserving resources, C&C reflects KAUST's commitment to environmental stewardship and the Kingdom's sustainability goals.



### Infrastructure

Reliable facilities and smart technologies keep KAUST operating at world-class standards. From utilities to digital platforms, we're building a seamless campus that supports the Kingdom's vision for smart, connected communities.

### Customer Satisfaction

Our community's experience guides how we deliver every service. Open communication and collaboration create smoother, more engaging interactions that strengthen trust and connection.



## Become a Leaner, More Efficient, and Revenue-Generating Organization

### Cost Efficiency & Revenue Generation

We use our resources wisely eliminating waste, optimizing operations, and creating new value. These efficiencies sustain high-quality services while supporting KAUST's long-term financial resilience.



### Governance & Compliance

Clear and current policies keep our operations accountable and transparent. By aligning with KAUST standards and international best practice, we ensure consistent and compliant service delivery.



### Timely Delivery

Efficiency and quality drive every project. Streamlined processes and smart innovation help us meet milestones on time and deliver results that match KAUST's high expectations.



C&C enables KAUST as both a place and a community

# Facilities and Service Reach

15,000,000 sqm Area

400,000 + Assets

36 Campus Buildings

45 Community Facilities

150+ Research Labs

54 Retail Shops

2,388 Villas

120+ km Roads

1,465 Apartments



# Living and Working Community

17,411

Average KAUST community members June 2024 to 2025

Our People

Students, Researchers, Faculty, Staff, Service Partners and Families

130+

Nationalities Represented





# Community Services and Engagement

We foster a **vibrant and connected community** where a visitor, newcomer or long-time KAUST community member can **find ways to engage, learn, and belong**.

Through inclusive programs, cultural events, and family-focused services, **we celebrate diversity and strengthen the bonds that make KAUST a welcoming home**. From youth initiatives to recreation, childcare, and shared celebrations, we create experiences that inspire pride, connection, and a sense of place.



# Impact

Our programs and services empowered a diverse and connected community that reflects KAUST's global spirit and national purpose. Inclusive programs, youth development, and cultural exchange, strengthened social cohesion and belonging, building human capital and community wellbeing in support of Vision 2030's Quality of Life and Human Capability Development goals.

# Services

Social Responsibility



Recreation



Childcare



Community Development



Community Engagement



Arts, Culture and Creative Programs







# Social Responsibility

*Blending Local Roots with Global Excellence*

Through dynamic collaboration across teams and partners, we spark learning, culture, and sustainability—building bridges that matter. Guided by KAUST’s social responsibility and Vision 2030, we amplify impact as an engaged neighbor

and catalyst for progress. Our team champions contribution, forging strong local connections that inspire shared growth, innovation, and a thriving community.

We **build capacity** using available KAUST research, community resources and other recognized educational partners to facilitate local community learning programs.

We **foster cultural** exchange through inclusive engagement and seasonal opportunities such as Ramadan activities that bring people together in shared tradition

We **partner local industry and community enterprises** with KAUST to expand opportunities for skills sharing.

We **extend environmental initiatives** beyond KAUST, enriching sustainability efforts in Thuwal with community participation.

## What We Achieved

- 1 Strengthened ties with neighboring communities through visibility and meaningful engagement
- 3 Strengthened existing pathways for youth participation in a high-tech economy

- 2 Built high-impact partnerships across KAUST with the local community programs
- 4 Contributed towards Vision 2030 by fostering future-ready skills

## Our Year



### Cultural Exchange

Saudi National Day celebration hosted in Thuwal



### Enterprise Development

Real-world readiness through hands-on learning programs with AI, cybersecurity, and gaming modules



### Lifelong Learning

The SparkTech Program engaged over 300 students from Thuwal and surrounding communities leveraging collaboration between the Higher Order Thinking Skills (HOTS) Academy and KAUST departments

## Looking Ahead



Opportunities to share lessons learned facilitating the local expansion of successful programs

Exploring new avenues for industrial exchange in marine science and robotics





# Recreation Services

*Creating Active, Inclusive, and Enriching Living Environments*

Recreation Services bring KAUST to life with vibrant programs, world-class facilities and waterfront adventures for all. From Safaa Golf Academy and youth sports to fitness classes and Discovery Cinema, we create spaces to move, connect and explore. Every game, workout and event strengthens community bonds that cultivate joy, well-being and a sense of belonging.

## Service to the Community

<p><b>30+ Parks and Playgrounds</b></p>		<p><b>Gyms, pools, racquet courts, climbing wall, and bowling</b></p>	
	<p><b>Year-round programs for all ages and interests</b></p>		<p><b>Youth sports, indoor cinema, golf, and boat diving</b></p>







**Every court, course, and community event, brings us closer together.**

## Our year in numbers

<p><b>1,624</b> Quiz night participants</p>	<p><b>12,000+</b> Children registered in Falcons sports programs</p>	<p><b>600+</b> League &amp; tournament players</p>	<p><b>17,000+</b> Personal training sessions delivered</p>
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## Major Highlights

	<p><b>Falcons crowned Junior Premier League Champions</b></p>		<p><b>Hosted our first international football trip</b></p>
<p><b>Hosted national-level events with Archery, Basketball, &amp; Tennis Federations</b></p>		<p><b>Female Football Academy launched</b></p>	

Through inclusive programs, exceptional facilities, and strong partnerships, we create active spaces where everyone can thrive. Every game, class, and event,

strengthens connections, celebrates diversity, and builds a healthier, more vibrant community for all.



# Childcare Services

*Supporting Families, Enriching Childhood*

At KAUST, care begins at home. Our Childcare Services nurture curiosity and connection, offering programs that prepare children for The KAUST School and beyond. Through enriched learning and

after-school activities we support parents in balancing family and work, creating safe, inspiring spaces where children thrive and families flourish together.

## Our year in numbers

**305**

children enrolled in the out-of-school program

**74**

students in the newly launched Preschool

## Service to the Community

Daycare and preschool programs



Extended care tailored to support working families



Year-round operations aligned with KAUST community needs



## Milestones



Facilitated access to a foundational care and development program for preschool-aged children in the community

Strengthened collaborations with The KAUST School and Family Child Support Center to support holistic child development





# Community Development

*Connecting People, Purpose, and Place*

We create experiences that empower people and strengthen community life. Through strategic partnerships and inclusive programs we deliver lasting value, advancing lifelong learning, wellbeing, sustainability, and economic growth within

KAUST and beyond. From youth engagement and wellness to language learning, volunteering, and signature events, our initiatives spark connection, inspire progress, and celebrate diversity.

## Our year in numbers

**1,500+**

joined Founding Day activities

**4,500+**

attendees at National Day celebrations

**3,000+**

attended Flavors of Nations

**3,000+**

participated in Ramadan Nights

**1,000+**

attended KAUST Got Talent

**750+**

community members engaged in Well-being Week initiatives

**450+**

business & community events executed

## Key Community Concerns Addressed

**1**

**Cultural and Sustainable Relevance**  
Programs are designed to reflect local identity while advancing sustainability.

**2**

**Enhanced Collaboration and Communication**  
Greater alignment across stakeholders has improved visibility, awareness, and participation in community initiatives.

## Service to the Community



Youth engagement, community clubs, and volunteering opportunities



Language learning, wellness initiatives, and the Welcome to KAUST program



Cultural activities, live performances, signature events



Regional outreach and partnerships aligned with Vision 2030





## Milestones



KAUST recognized as a FIFA 2034 training site



Educational partnership with Diriyah Biennale Foundation (DBF)

Delivered **Wellbeing Week** in partnership with IMC, Bupa, and others



Rolled out **'Sharing is Caring'** during Ramadan for community giving



Developed and launched the **Community Insights Dashboard** for centralized data tracking

Reviewed and aligned all **community programs** with evolving institutional goals

Conducted **campus-wide needs assessments** to ensure community relevance

## Strategic Focus Areas



### Cultural Integration

We embedded heritage and creativity in the design and delivery of programs, ensuring events reflected and celebrated the Kingdom's rich cultural identity.

### Volunteering Expansion

In partnership with the National Volunteering Platform, we enhanced KAUST's volunteering framework—broadening service opportunities and enabling deeper civic engagement across campus.



### Strategic Partnership Enhancement

We strengthened collaboration with local and national partners to align KAUST community development with broader Kingdom-wide priorities and sustainable development goals.



# Community Development



# Community Engagement

*Our Community Connection Through Everyday Communication*

The C&C engagement team amplifies achievements across accessible channels and supports strategic outreach. We publicize key updates, share opportunities and deliver clear, impactful messaging that keeps the KAUST community informed and

involved. Through collaboration with internal teams and external partners, we create seamless communication that strengthens connection and celebrates the spirit of KAUST.

## Our year in numbers

**10,500+**

active users monthly on the new website

**280+**

news articles and 100+ events supported

**5,584**

Instagram followers and a **91.2%** increase in reach

**42,845**

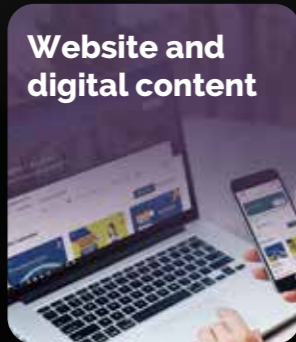
social media organic reach

## Service to the Community

**Strategic communication and messaging**



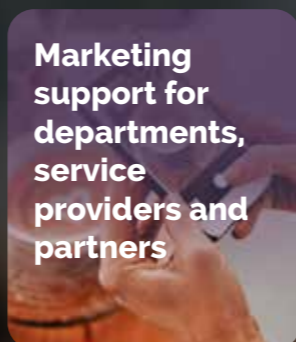
**Website and digital content**



**Design and media**



**Marketing support for departments, service providers and partners**



## Milestones

**C&C Division Launch** including awareness campaign welcoming the community to share in the new identity, structure and brand, engagement activities including the **first C&C Annual Survey and Townhall**



Successful launch and consolidation of channels to create **one streamlined site cc.kaust.edu.sa**

**Unified Voice** enablement through **brand training** to ensure divisional consistency with KAUST's identity and values

Sustainable **partnership** with **KAUSTCentral** to launch a unified events calendar

## Path Forward

**1**

Enhanced processes to support efficient messaging to our community audience

**2**

Enrichment of the C&C website to respond to a wider reach beyond the KAUST Community

**3**

Content and digital channel augmentation to strengthen community visibility and outreach



# Arts, Culture and Creative Programs

*Advancing culture, creativity and connection across the KAUST community*

The Office of the Arts enriches campus life by embedding art into everyday experiences and activating shared spaces. Through inclusive creative programming, it enhances major campus events.

## Service to the Community

Curate cultural experiences



Activate creative spaces



Foster cultural exchange and learning



## Our year



2 art exhibitions with International Artists including Rashed AlShashai, Daniah AlSaleh



10 music, movement and live performances

## Our Year

100+ music lessons delivered

2 public art and artist-led programs at South Beach

8 events enhanced by live artistic contributions

1 long-term art installation at South Beach



4 performance, handicrafts and applied arts workshops including a talk and children's art exhibition by Rashed AlShashai

4 partnerships with Iwan Maktabi, Hanan Kamal, Idreesi featuring Nairuz Ajlouni and the Masoud Alaseri Trio

## What We Achieved

1

Introduced global artistic perspectives to campus life

2

Activated shared spaces through cultural expression

3

Integrated art into everyday environments

4

Fostered belonging through inclusive cultural experiences

5

Enabled hands-on creative participation

6

Strengthened cross-campus cultural partnerships

7

Sustained creative practice supporting community well-being



# Highlights

## Lunar New Year

Celebrated by an estimated 2 billion people worldwide, the Lunar New Year is a mainstay of our community calendar.

In 2025, marking the Year of the Snake, festivities featured a special presentation and showcase, delivered wholly in Mandarin by local students from a prestigious Saudi university, highlighting cultural exchange and shared celebration.



## Islamic Arts Biennale 2025



KAUST connected its community to one of the Kingdom's significant cultural showcases, the 2nd edition of the Islamic Arts Biennale 2025. Participation consisted of 647,000+ visitors from across the Kingdom and beyond.

As one of only three Education Partners, and a board member of the Diriyah Biennale Foundation, 6 impactful education programs

were curated and delivered by KAUST faculty, staff, and stakeholders. The themes covered included coral ecosystems, Islamic plants and sustainable food practices, biodiversity, and the artistry of desert landscapes.

The Community Development team extended the impact by coordinating the repurposing of exhibition materials. Items donated supported sustainability projects at the KAUST Algae Farm, The KAUST School, and Averda upcycling of cotton fabric into reusable bags.

This ensured lasting value well beyond the event. Community participation was facilitated with regular off-campus buses enabling exhibition experience firsthand, fostering cultural appreciation, learning, and connection beyond campus.

## KAUST Triathlon

KAUST brought energy, community spirit, and athletic dedication to life with the return of the annual triathlon. Staged across KAUST's most iconic venues, the event offered an inclusive, multi-disciplinary challenge of swimming, cycling, and running.

Its success was powered by collaborative efforts including Student Life, and dedicated volunteers from the Triathlon Committee, the Bricks Student Triathlon Club, and the Red Sea Cyclists. Industry engagement was equally strong, with sponsorship and participation from companies including



TAQA Geothermal, Unilever Arabia, SABIC, and others—showcasing the value of partnerships in promoting wellness and an active, connected community.

## Community Volunteers



Volunteering is a shared commitment that strengthens our community, and all members are welcome to participate across three areas:

- Community Media Volunteering
- Community Events Outreach
- Giving Back to the Community and Environment

Through the Community Development Volunteering Platform, people contribute skills and talents, connect with one another, and create initiatives shaped by collective ownership. These efforts nurture friendships, spark ideas, and enrich the shared experience of belonging to KAUST.







# Community Health, Wellness, & Environment

At KAUST, we **advance health, wellbeing, and sustainability** through world-class healthcare, proactive community programs, and everyday environmental stewardship.

From **early detection and active living to waste diversion and resource conservation**, we integrate people- and planet-friendly practices into campus life—ensuring our community thrives today and into the future.



# Impact

Service areas organized to advance a holistic model of wellbeing that integrates healthcare, prevention, and environmental stewardship. By aligning health and sustainability initiatives with national priorities for wellness and environmental protection, new standards were set for resilient and healthy living environments that inspire change within and beyond the campus.

# Services

**KAUST Health**



**Family and Child Support Center**



**Logistics and Transportation**



**Hospitality and Retail**



**Ground Services**



**Soft Services**



**Workplace Services**



**Waste Management Services**





# KAUST Health

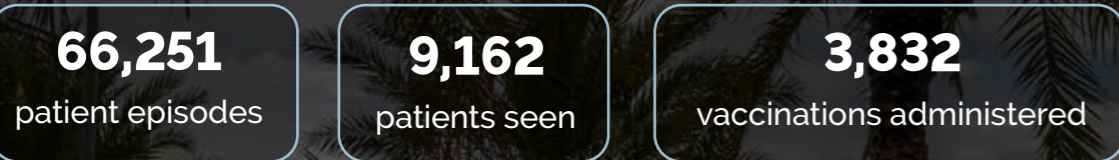
*Compassionate Care, Uncompromising Excellence*

KAUST Health delivers integrated, high-quality care tailored to our diverse international community. From lifesaving interventions to wellness education and preventive programs, our accredited services prioritize safety, accessibility

and holistic wellbeing. With expert teams, innovative practices, and strong partnerships, we ensure every patient experience reflects compassion, clinical excellence and continuous improvement.

## Our Year in Numbers

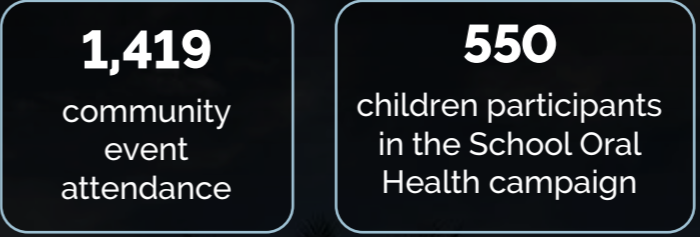
### Outpatients Department



### Emergency Department



### Community Engagement



### Pharmacy



## Service to the Community

**Comprehensive Healthcare Services**  
Including outpatient, emergency, pharmacy, vaccination, antenatal, and specialty care.

**Emergency Medical Response**  
24/7 services, rapid response to 911 and standby calls, and critical care including on-site deliveries.



**Preventive Health Programs**  
Vaccinations, screenings and health education.

**Community Engagement**  
Awareness campaigns, workshops, wellness lectures and school initiatives aligned with national health observances.

**Updated Medical bus schedule with new hospital destinations**  
King's College of London; Al-Salama Hospital; and Sulaiman Al-Habib Hospital



**Pharmaceutical Services**  
High-volume medication dispensing and consultation and addition of controlled medications.

**Partnerships**  
Collaborations with IMC and external specialists for antenatal care and health campaigns



## Milestones

- 1** Emergency Response Successes: Safe emergency infant delivery at the ER; home life-saving intervention
- 2** Expanded Outreach: Delivered multi-day community campaigns (e.g., Breast Cancer Awareness, Wellbeing Week) reaching hundreds across KAUST and Thuwal
- 3** Growth in Antenatal Participation: Increasing turnout at IMC partner visits
- 4** Record Participation in School Oral Health Campaign: 550 children reached

## Full accreditation received



Ministry of Health,  
KAUST Health License

KAUST Health  
Pharmacy License



Council of Health  
Insurance License

## Looking Ahead

### Enhance Emergency Services:

Continue improving response times and capabilities for critical interventions.

### Broaden Preventive Programs:

Expand screenings and health education to more segments of the community.

### Sustain Licensing Compliance:

Maintain high standards to ensure ongoing accreditation and service excellence.

### Invest in Digital Health Tools:

Explore digital engagement for scheduling, health literacy, and remote consultations.

### Deepen Community Integration:

Increase collaboration with schools, departments, and partners in Thuwal and beyond.

# KAUST Health



# Family and Child Support Center

*Empowering Every Child and Family to Thrive*

Established in 2022, the Center has grown into a hub of innovation and support with a 66% rise in registrations. Its holistic model combines therapies, assessments, group learning and life skills programs with active research collaborations. By integrating

KAUST-designed technologies and digital therapeutics like AI, robotics, and VR, we deliver inclusive care and developmentally appropriate support for every child and family.

## Our Year in Numbers



## Service to the Community



Occupational, speech, psychological, and behavioral therapy



Comprehensive assessments, educational programming, and parent support

## Service to the Community

Life skills programming for students with significant support needs



Integration with schools, clinics, and community partners



Family engagement through socials, workshops, and parent support sessions



Translation of leading assessment tools (e.g., Griffiths Early Childhood Assessment) into Arabic for broader impact

## Milestones

- 1 Secured KAUST operating license, ensuring institutional credibility
- 2 Faculty engagement translated KAUST research into practical applications for therapy and education
- 3 Pioneered digital therapies with AI-enhanced robotics and VR interventions
- 4 Expanded adaptive group programs and after-school educational supports (reading, writing, executive functioning, math)
- 5 Strengthened partnerships with parents, IMC, SABIC (sponsorship of family socials), and academic researchers
- 6 Delivered inclusive, community-based activities that align with Saudi Vision 2030 goals for inclusive education and early intervention



# Logistics & Transportation Services

*Seamless Operations, Effortless Movement*

From mail and courier services to taxi and shuttle operations, we make daily mobility effortless. Beyond everyday travel, we support relocations and ensure smooth online shopping deliveries. Our

comprehensive bus network and links to Thuwal and the Haramain Highspeed Railway keep KAUST connected, while smart systems enhance reliability, safety and resource efficiency.

## Our Year in Numbers

**174,141**

Mail and Courier Items Processed

**246**

household moves and shipments supported

## Milestones

**1**

Seamless booking is available through KAUST Central, making requests faster and easier

**2**

Expanded capacity to ensure timely deliveries even during peak periods

**3**

Real-time digital tracking supported greater visibility of deliveries

**4**

Real-time digital tracking supported greater visibility of deliveries

## Service to the Community



On-campus and off-campus buses



Taxi, car and eco-cart rental

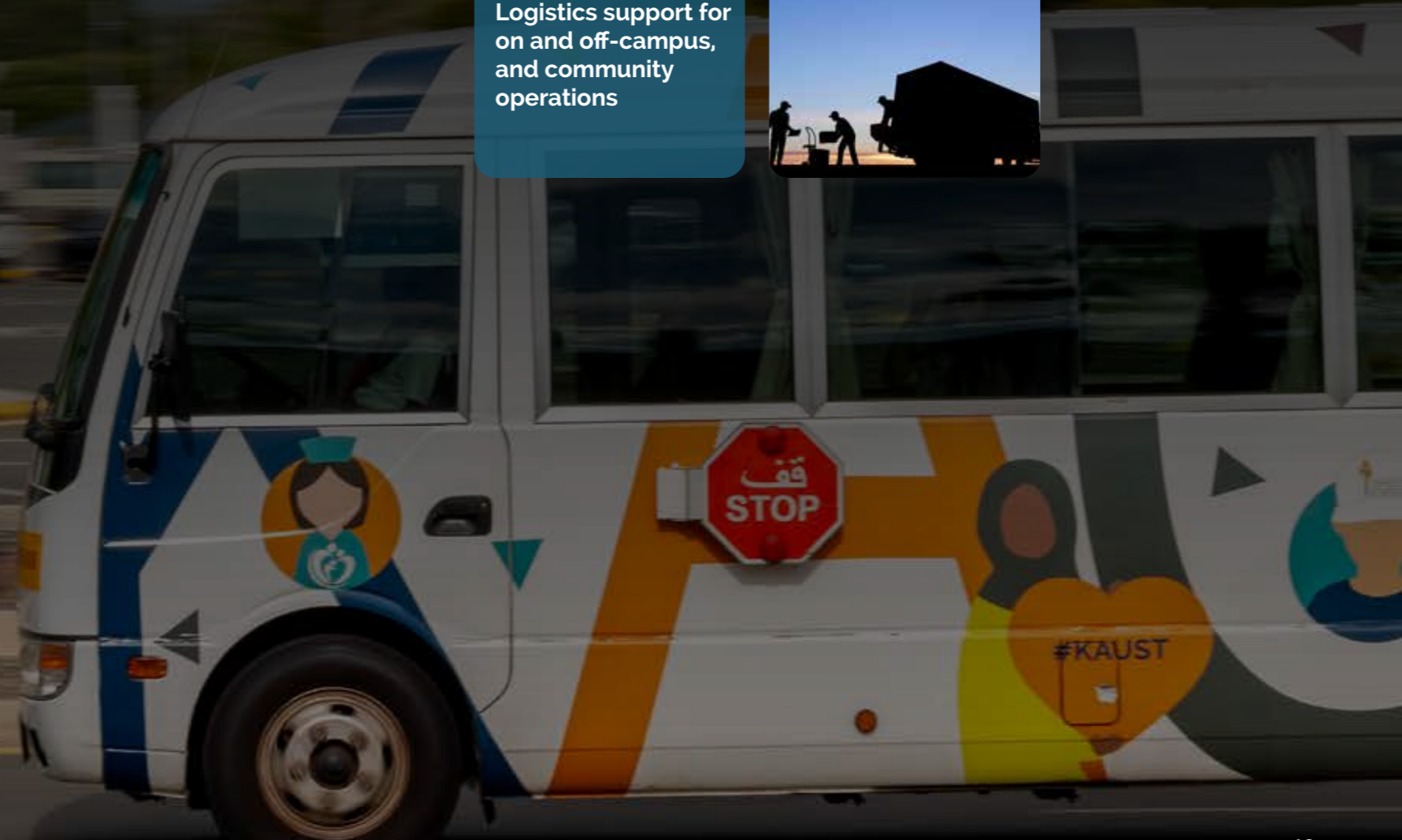
Business and personal travel services



Domestic and international mailing and courier services



Logistics support for on and off-campus, and community operations





# Hospitality and Retail Services

*Expanding Choice, from Local Retail to Home Delivery*

Hospitality and Retail Services brings convenience and culture to campus with diverse dining, shopping, and event catering. From casual cafés and family eateries to fine dining and international cuisines, we offer

more than 56 locations plus seasonal souks and pop-up outlets. Our catering services and delivery platforms like KAUST Central and Hungry Campus make every event and everyday living effortless.

## Our Year in Numbers

**750,000**  
dining covers served

**65,000**  
deliveries fulfilled

**13+**  
new outlets added, incl. United Pharmacy & Ed's Tacos



## Service to the Community



Restaurant and Café services



Business and community event catering services



Retail and pop-up market services



## Looking Ahead

Broaden community-led entertainment choices and wellness offerings

Expand seasonal and mobile vendor dining experiences

Leverage retail activity to create more vibrant central community hubs



# Gardening and Pest Control

## Laying the Foundation for Excellence

As KAUST's green heart, Ground Services keeps outdoor spaces welcoming, resilient, and sustainable. From landscaped areas and sports fields maintained with smart irrigation to eco-friendly pest control, we combine

conservation with care. These practices foster biodiversity, safety, and wellbeing ensuring homes, offices, and public spaces thrive in harmony with nature.

## Our Year in Numbers

**412,178**

reactive and planned tasks completed

**120+**

hours of parent training and support

**2,000+**

of external surfaces cleaned

**45**

water fountains maintained

**97%**

on-time task delivery across all outdoor service lines

**600,000 m<sup>2</sup>**

of external surfaces cleaned

**1,000+**

pieces of urban furniture maintained

## Service to the Community



**Smart irrigation and water-saving systems**



**Eco-friendly pest management**

## Service to the Community



**Maintenance of parks, fountains, outdoor furniture, and play areas**



## Smart Upgrades, Sustainable Outcomes

**1**

Upgraded campus-wide irrigation system enhancing water efficiency and system intelligence

**2**

4% reduction in potable irrigation water use year-on-year

**3**

Planned Treated Sewage Effluent conversion to drive water sustainability

**4**

Continued adoption of Integrated Pest Management, earning widespread community praise for its eco-friendly approach

## Looking Ahead

Services to retain and exceed the 96% customer satisfaction score

Replace artificial grass as required to elevate park experience and usability





# Soft Services

*Delivering Clean, Reliable, and Supportive Spaces*

Soft Services are central to the KAUST experience, keeping every environment from homes and classrooms to labs and public spaces clean, safe and welcoming. With housekeeping high-standards, deep-cleaning, on-demand services, laundry and

in-home support such as babysitting, we combine reliability with flexibility. These efforts enhance daily comfort, health and operational excellence while upholding KAUST's reputation as a showcase campus.

## Our Year in Numbers

**235,124**

planned cleaning tasks

**98%**

satisfaction on reactive services

**3,879**

reactive tickets

**700,000+ m<sup>2</sup>**

of academic and residential space serviced

## Service to the Community



**Routine and on-demand cleaning across academic and residential space**



**Housekeeping and babysitting services available on demand**

## Milestones

**1**

Introduced the Facilities Management mobile app for real-time service updates and task tracking

**2**

Repurposed the laundry building

**3**

Implemented a digital cleaning checklist for quality control

**4**

QR code-based washroom tracking implemented campus-wide



# Workplace Services

*Optimizing Environments for Productivity and Purpose*

Workplace Services ensures a high standard of learning, research, and workspaces that are fit for purpose, supporting the dynamic nature of both internal and external activities at KAUST. The management of availability

and optimal functionality of furniture, offices, workstations and conference facilities, is carried out with regular consultation of facility users from staff and faculty to students.

## Our Year in Numbers

**26,728**

Service Requests

**236**

space planning projects

**3,161**

Staff relocations

**337**

business events supported

**25,242**

Room Booking and Reservations

## Milestones

**1**

Repurposed Laundry Building through interdepartmental collaboration

**2**

Furniture Asset Tagging and Inventory: The classification, inventory and tagging of 47,000 furniture across the Campus and Research Park

**3**

Space management Integrations: Fixing and improving the links between 'Placemapper', SAP-HR, KAUST Central and Uni-fi.

## Looking Ahead

We look forward to facility enhancements supporting the progressive replacement of the office furniture assets with an efficient supply chain.

The implementation of simpler and faster room booking with upgrades to the system using the latest workplace technologies, supported with analytic tools to monitor the utility of conference and event spaces.



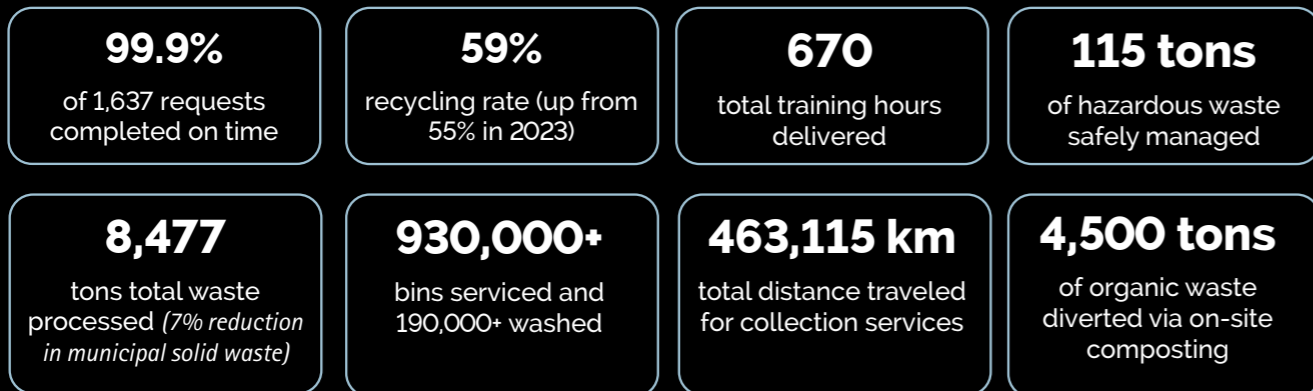
# Waste Management Services

*Driving Circular Solutions for a Sustainable Campus*

Waste Management is a key operation dedicated to achieving a positive environmental impact and advancing sustainable practices through data-driven programs and active community

participation. In the past year significant progress was made toward a circular waste system, boosting recycling rates, reducing landfill waste, and engaging our community in new and creative ways.

## Our Year in Numbers



## Service to the Community



**Specialty Collections**  
E-waste, kitchen oil to biodiesel, vehicle oil to mechanical oil.



**City-Wide Cleaning Services**  
Bin washing, mechanical street sweeping, and bulky waste collection.

## Service to the Community



**Hazardous Waste Management**  
Safe handling, transport, and off-site disposal from labs, clinics, and facilities.



**Reuse and Donation Initiatives**  
Partnership with the Harbor Thrift Shop for furniture and goods repurposing.

**Comprehensive Collection and Processing**  
Three-stream system: Mixed Recyclables, Organics, Non-Recyclables.



**Awareness and Education**  
Composting campaigns, Waste to Art program, food waste reduction initiatives and KAUST School recycling partnerships.

**On-site Sorting and Composting**  
Seven material categories sorted for local recycling markets; organic waste processed into soil improvement products.

## Looking Ahead

- 1 Expansion of composting capacity and community participation
- 2 Construction of a waste-sorting facility
- 3 Alignment of all awareness campaigns

“Waste management accounted for **less than 1%** of KAUST's total CO<sub>2</sub> emissions”





# Highlights

## Rapid Intervention Saves a Life

Emergency Medical Services dispatched to a home with a child under the age of 1 experiencing a time sensitive life-threatening incident, supported targeted life-saving maneuvers.

This critical intervention underscores the expertise and agility of KAUST's emergency teams, whose rapid response and clinical acumen made the difference.

## New Off-Campus Bus Destinations



Based on community feedback from the recent C&C Engagement Survey, three new hospitals were added to the Jeddah medical bus routes, expanding access to specialized care.

Off-campus transport was also streamlined, with Friday shopping buses to Mall of Arabia and Red Sea Mall merged into a single, more convenient service, all bookable through the KAUSTCentral app.

## Waste Insights



An annual Waste Characterization Study provided critical insights into campus waste composition, guiding targeted improvements in recycling and recovery.

Contamination rates of 25–30% in Mixed Recyclables. Up to 50% of Non-Recyclables identified as recoverable materials

Organics stream showed the lowest contamination at under 10%

## Creative Engagement with Purpose

Waste Management brought sustainability to life through hands-on community outreach.

Composting awareness campaigns boosted participation, partnerships with The KAUST School deepened environmental learning, and the Waste to Art program turned discarded materials into creative expression.

These initiatives strengthened KAUST's culture of waste reduction and reinforced the community's role in building a sustainable campus.



## New Retail Opportunities

<b>Baytoti &amp; Maki Restaurant</b>	<b>United Pharmacy</b>	<b>Barns Coffee</b>	<b>ZED Cafe</b>
<b>Ed's Tacos</b>	<b>Luxury Cart</b>	<b>Gym Food</b>	<b>WAYAKIT</b>



# Innovation and Sustainability

We ensure the **safety, reliability, and efficiency** of KAUST's facilities, supporting research, learning, and community life with world-class infrastructure.

**Combining technical expertise with proactive maintenance**, we keep our spaces functional, sustainable, and ready for the future. Every service is delivered to the highest standards, reflecting our commitment to operational excellence.



# Impact

Forward-looking initiatives transformed daily operations into living demonstrations of innovation and sustainability. Smart systems, circular waste strategies, and digital efficiency tools continue to turn our community into a model for sustainable urban living.

These efforts advanced national objectives under the Sustainable Environment and Essential Needs priority while reducing environmental impact across campus life.

# Services

Planning, Design, Engineering and Construction



Systems





# Planning, Design, Engineering and Construction

*Engineering Smarter, Impactful Futures*

Planning, Design, Engineering and Construction (PDE&C) shapes KAUST's campus and community through strategic planning, design excellence, and sustainable innovation. From research facilities to vital

infrastructure, we deliver future-ready environments that enable discovery and enhance quality of life, embedding efficiency, resilience, and cost optimization into every project.

## Our year in numbers

**\$650 M**

total project budget under management

**95%**

customer satisfaction

**121**

live projects at any given time

**311**

projects handled – a 15% increase compared to previous year

**45%**

faster small projects delivery (below \$25K value)

## Service to the Community



Completion of the Olayan Building (LEED Platinum)



Delivery of Cybersecurity and Robotics Labs (the first lab of this kind in the Kingdom)

Launch of new KAUST Design and Construction Standards, with a reduction in projects costs and timelines and alignment with Saudi Building Code

## Service to the Community

Harbor Rectification Project completed, one year ahead of schedule



AC replacement and building envelope sealing in 80 townhouses, for improving livability of homes and save energy



## Sustainable Innovation in Action

**1**

Partnered with AeroSeal for airtight envelope sealing

**2**

Introduced Climate Crete for low-carbon concrete solutions

**3**

Partnered with Mirai Solar, a KAUST startup, in providing carbon neutral golf cart charging stations.

**4**

Advanced the Capital Renewal Plan to align with KAUST's 10 Year Plan.

## Looking Ahead

Lower project costs through smarter methodologies

Strengthen collaboration to boost delivery impact

Elevate service consistency with new prioritization tools



# Our Systems

Collaboration across teams delivered new digital tools and upgrades that make life at KAUST simpler, faster, and more connected. Mobile platforms now handle everything

from event bookings to travel arrangements, while enhanced payment systems expand cashless options.

**Centralized KAUST Events Calendar**  
One-stop access to all campus events



**Discovery Cinema Pre-Booking**  
Reserve seats easily via KAUSTCentral



**Online Personal Travel System**  
Book and manage travel with greater convenience



**Upgraded Payment Systems**  
Central locations now support faster, cashless transactions



# Highlights



## Olayan Building (LEED Platinum)

Delivered the Olayan Building to LEED Platinum, originally designed as LEED Gold, using low-carbon materials, advanced energy systems, and sustainable practices. Ongoing maintenance keeps it a benchmark for high-performance, environmentally responsible design.

## Cybersecurity and Robotics Labs

Completed specialized labs with precision environmental controls and advanced infrastructure to support cutting-edge research. Maintenance ensures they remain secure, reliable, and ready for breakthroughs.



## Harbor Rectification Project

Restored and reinforced Harbor infrastructure with marine-grade construction for long-term safety and resilience, preserving it as a functional community asset, reconfiguring rooms to increase the number of beds.





# Highlights

## KAUST-NCVC Experiment Station and Ecological Observatory

Upgraded the Wadi Qadid research station with systems built to withstand extreme conditions, enabling precision desert agriculture and ecological research. Regular upkeep safeguards operational readiness.



## Utilities Infrastructure – SWRO, Chiller Plant, and Electrical Systems

Operated and upgraded KAUST's water, chilled air, and electrical systems to improve efficiency, cut emissions, and ensure uninterrupted service campus-wide.

## Green Products

We introduced 3 new low-toxicity pesticides and non-pesticide solutions.

This meant that over the year:

- More than 5% of plant pest issues were handled with safer methods.
- More than 20% of public pest problems were solved without using high-risk chemicals.



## Water Optimization

By changing how we clean outdoor areas, we cut water use by over 40%, saving about 38,400 liters every day—enough to fill 190 bathtubs daily.



## Energy Efficiency Gains

We replaced old air conditioners in 20 townhouses, reducing their energy use by 40%. The Olayan Building achieved LEED Platinum certification — exceeding its original LEED Gold sustainability target.

## Monitoring Consumption

We reached a significant milestone in our building energy monitoring system, which will help us track and control energy use more accurately — making our buildings more efficient.



## Recycling Improvement

We boosted our recycling rate to 59% (up from 55% in 2023). We also cut municipal waste generation by 7%—reducing what goes to landfill.



# Facilities Management and Operational Excellence

We ensure **24/7 reliability and safety of mission-critical infrastructure**, enabling uninterrupted learning, research, and innovation.

Through predictive maintenance and smart systems, we optimize resource use and reduce lifecycle costs for our stakeholders. We translate operational data into action—**delivering faster resolutions, fewer breakdowns, and smarter planning.**



# Impact

Our service teams delivered infrastructure and essential services with measurable reliability and efficiency, consistently achieving high performance across maintenance, utilities and energy systems. Through advanced asset management, predictive maintenance, and energy optimization, KAUST improved operational outcomes and demonstrated scalable practices that contribute to national goals in smart cities, energy efficiency, and industrial innovation.

# Services

Accommodation Services



Utilities Services



Community Maintenance Services



Campus Maintenance Services



In-House Projects





# Accommodation Services

*Creating Comfortable and Connected Living Experiences*

Accommodation Services provides services that respond to the evolving residential needs of KAUST's diverse and growing community. From welcoming new residents to supporting internal relocations and

overseeing housing infrastructure improvements, the team ensures a pleasant, well-maintained living environment across 3,736 long-term units and 383 short-term rooms.

## Our year in numbers

- 50+** households were beneficiaries of the Smarter Moves initiative
- 1,806** units prepared to welcome new residents and support relocations
- 29,679** resident enquiries handled by Housing Relations
- 2,353** visiting students accommodated across academic programs
- 300+** students, **25+** new teachers and **40+** Elevate trainees were welcomed
- 2,614** key support requests resolved, including lockouts and emergency access
- 80+** faster small projects delivery (below \$25K value)

## Service to the Community



**Homes You Can Rely On**  
Background support and coordination of infrastructure improvements to keep homes comfortable and well-maintained



**24/7 Support**  
Around-the-clock reception and customer service team always available for housing related requests

## Service to the Community



**Smooth Transitions**  
Assistance with internal moves, as well as move-in and move-out processes, making relocations easier



**Fair Allocation**  
Housing assignment ensuring every household has the right space

**Clear Guidance**  
Accessible agreements and practical information on rent, rules, and responsibilities

**Responsive Service**  
Questions, emergencies, and requests are handled quickly to keep daily life running smoothly

**Community Standards**  
Easy-to-follow rules on pets, gardening, and shared housing help maintain a safe and welcoming environment.

**Life Event Support**  
Special circumstances, like graduations, family changes, or contract completions, are managed with care and flexibility

## Milestones

**Smarter Moves**  
A resident-focused initiative that made internal relocations faster, more flexible, and easier, ensuring smoother transitions and better housing choices.

**Housing Upgrades with Community Support**  
Assisted residents with temporary relocations during HVAC improvements to maintain comfort and continuity.



# Utilities Services

## Powering Progress Responsibly

Utilities Services at KAUST provides reliable, 24/7 infrastructure, including water, wastewater, chilled water, electricity, and stormwater, supporting the campus every day. Our services are driven by sustainability,

efficiency, and responsible asset management, ensuring dependable operations today and long-term value for the future.

### Our year in numbers

- 4.5 million m<sup>3</sup>** potable water produced
- 109.9 million tons** of chilled water generated
- 1.3 million m<sup>3</sup>** of Treated Sewage Effluent (TSE) reclaimed for irrigation
- 30,540** scheduled maintenance and **876 call-out** maintenance service requests completed

### Service to the Community

-  Seawater Reverse Osmosis (SWRO) and Wastewater Treatment Plants
-  Central Chilled Water Plant and distribution
-  Storm drainage, electrical systems, and emergency backup
-  Operational support for research labs and critical buildings
- 

### Milestones

- 1** Saudi Energy Efficiency Center Certificate of Excellence for 100% energy compliance
- 2** Resolved \$900k Saudi Electricity Company utility charge correction
- 3** Upgraded chiller controls and SWRO processes—saving 494 MWh and reducing 297 tons CO<sub>2</sub>

### Sustainable Innovation in Action

- Enhanced Resilience**  
Storm drainage systems remediated at key locations
- Odor Control Pilot**  
Launched a tree-based odor management project
- Power Savings**  
De-energized an unused MV cable loop in the Research Park, cutting consumption and saving SAR 5,000 per month.
- Innovative Water Reuse**  
Evaluated reuse of SWRO output as TSE
- Improved Water Quality**  
Chemical cleaning heater installation boosted RO membrane cleaning efficiency, enhancing energy performance and output quality
- Smarter Operations**  
Modified SWRO plant operations to enable a two-day weekly shutdown, maintaining full service while saving 402 MWh (5%)
- Energy Efficiency Gains**  
Chiller plant 3% reduction in energy use by optimizing condenser water pumps and upgrading strainers



# Community Maintenance Services

*Upholding Standards, Enhancing Everyday Living*

Our team ensures the continuous functionality, safety and comfort of KAUST's residential areas, shared facilities and external environments. By managing infrastructure such as roads, lighting, water

systems and community buildings, the team delivers essential preventive and corrective maintenance that maintains quality of life and extends asset lifespan.

## Our year in numbers

<p><b>48,196</b> scheduled maintenance tasks completed</p>	<p><b>59,446</b> of chilled water generated</p>	<p><b>5,556</b> service audits and 71,611 unscheduled inspections conducted</p>
<p><b>3,799</b> vacant units prepared for occupancy as scheduled</p>	<p><b>33</b> community projects completed</p>	



## Service to the Community

	<p>Community infrastructure and housing preventive and reactive maintenance services</p>		<p>Facility readiness confirmation and inspections for new or reassigned residences</p>
	<p>Customer support for residential AC, lighting, plumbing, and safety issues</p>		<p>Coordination of improvement and upgrade projects across neighborhoods</p>

## Milestones

- |   |  |   |  |
|---|--|---|--|
| 1 | Enhanced residential comfort with HVAC upgrades and comprehensive AC replacement program | 2 | Replaced outdated R-22 AC units with eco-friendly systems  |
| 3 | Renovated shade structures in parks, walkways, and schools (56+ locations)               | 4 | Installed new perimeter fencing at Garden and Harbor schools   |
| 5 | Completed kitchen and laundry equipment upgrades   | 6 | Completed major woodwork rectifications, across community spaces to restore safety, quality and appearance |
| 7 | Renovated car parking shades at Harbor, ECCS, Schools, and KAUST-INN                     | 8 | Installed secure fencing to ensure safety at Skate Park  |
| 9 | Strengthened community amenities with outdoor bench refurbishments                       |   |  |

## Process Improvements

	<p>Enhanced the process of preparing vacant units</p>		<p>Launched drone-based inspections for more efficient and safer asset evaluation</p>
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# Campus Maintenance Services

*Maintaining Excellence in Learning and Research Environments*

Campus Operations and Maintenance safeguards KAUST's infrastructure including research labs, academic buildings, utilities and automation systems. The team delivers preventive, predictive and responsive maintenance to ensure reliability, safety and

seamless functionality, utilizing expertise in Mechanical, Electrical and Plumbing, civil works, fire safety and building controls. This approach creates advanced and comfortable environments for students, researchers, and staff.

## Our year in numbers

**44,884**  
scheduled maintenance tasks completed

**9,564**  
on-demand maintenance tasks completed

**4,713**  
inspections completed

**5,065**  
internal audits completed

**177**  
internal projects executed through maintenance providers

## Milestones

**1** Completed IKAS phase 2 which will support the implementation of tighter energy monitoring and control

**2** Lab expansion without adding new AHUs by Declassification of clean room and air rebalancing

**3** Delivered preparation and infrastructure support for major events such as Commencement, WEP and VIP visits

**4** Installed wayfinding signage on the level 0 walkway at Campus.

**5** Designed solutions and timely execution of projects by maintenance team - Valve box leak detection, CMOR flood remediation and Parking space expansion are some examples.

**6** Rectification of storm water pipe leaks in critical lab buildings 2 and 4

**7** Upgraded Laboratory Control Systems in Buildings 2 and 7

## Service to the Community



Comprehensive building maintenance for labs, classrooms, and administrative spaces



Facility diagnostics and upgrades for BMS, HVAC, electrical and fire systems

Infrastructure support for large-scale academic and ceremonial events



Predictive maintenance for critical research environments





# In-House Projects

*A One-Stop Shop for Transforming Labs and Empowering Research*

In-House Projects (IHP) delivers agile, cost-effective solutions for laboratory modifications, renovations and advanced research equipment installations, all 'in-house'. Through specialized units for equipment assessment and project design,

we transform research spaces with speed and precision. By enabling state-of-the-art laboratories that evolve with researchers' needs, IHP strengthens KAUST's infrastructure and drives innovation.

## Our year in numbers

### Lab Equipment

**311**

assessments completed

**365**

installations

**497**

installation and commissioning reports generated

**\$8.46m**

worth of research equipment installed

**100%**

on-time completion rate

### Construction Projects

**96**

project completed

**55**

Core Labs project delivered

**37-day**

average project delivery

**99%**

on-time completion rate

## Service to the Community



End-to-end support for the complete laboratory project lifecycle—from assessment to handover



Delivery of agile, reliable in-house solutions that meet evolving research needs

Transformation of research spaces into state-of-the-art laboratories, strengthening KAUST's role as a global leader in discovery.



## Milestones

**1**

Saved approximately \$2M by delivering projects fully in-house.

**2**

99% of projects completed ahead of schedule.

**3**

Introduced cloud-based Microsoft Planner for centralized, cost-effective, and interoperable project planning and tracking

**4**

Launched a tailored Online WICF system to streamline IHP processes

**5**

Consistently delivered excellence in execution, enabling innovation and empowering KAUST researchers to achieve breakthrough discoveries.





# Governance, Partnerships and Strategic Alignment

We reinforce accountability and collaboration by aligning our work with KAUST's mission and Vision 2030. **Strategic partnerships with local, national, and global stakeholders bring added value, drive innovation, and expand our impact.** Every initiative is delivered with transparency, compliance, and measurable returns for the community and the institution.



# Impact

C&C extended KAUST's impact through partnerships bridging learning, industry, and community. Aligned with Vision 2030 and KAUST's Accelerating Impact pillars, the division advanced sustainability through circular systems, fostered cultural exchange through national collaborations, and applied research-driven innovation across operations, demonstrating the power of shared purpose and measurable progress in delivering national transformation.

## Cultural and Heritage Partnerships

*Celebrating Saudi heritage, arts, and cultural identity.*

### Islamic Arts Biennale 2025: Education Partner

As the Education Partner, KAUST connected its community to one of the Kingdom's premier cultural events, celebrating Saudi heritage, fostering intercultural understanding, and linking tradition with innovation.



### Saudi National and Founding Day Celebrations: Thuwal Collaboration

Partnership with the wider Thuwal community created inclusive celebrations that honoured national identity, strengthened community bonds, and shared cultural pride.



### Student Life

Shared passions unite Student Life and Community Development in delivering meaningful programs. From Wellbeing Week to major sporting events, student and community clubs actively partner in organizing and supporting initiatives. These collaborations foster genuine connections between like-minded individuals and highlight the power of collective effort in creating vibrant campus life.





## Wellbeing Partnership

### Shift Clinics

For two consecutive years, Shift Clinics have been the only licensed provider to deliver regenerative therapy and wellness screenings during KAUST's Wellbeing Week. Their contributions extend beyond contractual agreements, offering additional value-in-kind services that benefit the community. Many KAUST residents also access their services in Jeddah, strengthening continuity of care and wellness support beyond campus.



### Run for Cure

The Run for Cure embodies the spirit of health awareness and community solidarity. SABIC's financial sponsorship supported race logistics, while Decathlon contributed value-in-kind services, energizing the event with engaging activities for all ages.

At its heart, the event partners with Zahra Association to raise awareness of breast cancer and support affected families. Donations from KAUST directly contribute to Zahra's mission across the Kingdom, ensuring impact that reaches far beyond the finish line.



### Global Brand, Local Impact

Through partnership with KAUST, LUSH has become a valued presence at major community events. From Breast Cancer Awareness Month to Ramadan artisan markets, LUSH offers creative workshops and high-quality products that enrich campus life.

Their involvement demonstrates how global brands can contribute meaningfully to local communities, blending enterprise with social responsibility.



## Social Responsibility and Community Outreach Partnerships

*Social impact, health awareness, charity, and community support*

### Sharing is Caring

Collaboration with Albir Charity prepared and distributed food hampers to families in need, extending KAUST's values of compassion and active engagement beyond campus.



### Breast Cancer Awareness

Awareness sessions in Thuwal promoted early detection and prevention, reinforcing a community-wide commitment to health and wellbeing.



### SparkTech

SparkTech, delivered with HOTS Academy, local schools, and KAUST academics, offered hands-on learning in technology, AI, and innovation that prepared local youth for future-ready careers.





## Sports Federation and Event Partnerships

*Hosting and participating in sporting events in collaboration with national federations*

### Saudi Basketball Federation: 3x3 Basketball Tournament

Hosted a dynamic 3x3 tournament promoting sportsmanship, teamwork, and inclusive community engagement.



### Saudi Archery Federation: Archery Competition

Celebrated the heritage and precision of archery in a friendly, competitive setting.



### Safaa Golf Club: Saudi Arabia Inaugural Inter-Club Tournament

Hosted the Kingdom's first interclub golf tournament, fostering camaraderie and sports diplomacy.



### Saudi Tennis Federation: ITF and Junior Tennis Tournaments

Partnered to deliver international-standard tournaments fostering skill development and cultural exchange.



### Saudi Sailing Federation: Saudi Sailing Competition

Welcomed sailors to KAUST's coastal waters in a celebration of maritime heritage and skill.



### Saudi Rugby Federation: SARF 7s Series Rugby Tournament

Brought competitive rugby to KAUST, encouraging resilience, teamwork, and cross-cultural connections.



### Saudi Gymnastics Federation: National Competition Qualification

Supported a Falcons gymnast's qualification for the Saudi National Gymnastics Competition, inspiring future athletes.



### Saudi Climbing and Hiking Federation: Training and Arab Youth Climbing Competitions

Engaged youth in climbing events that promoted outdoor recreation, skill mastery, and mutual respect.





## Environmental, Science and Research Partnerships

*Scientific collaboration, environmental stewardship, and research infrastructure*

### Suliman Saleh Olayan Innovation and Entrepreneurship Institute

Delivery of the Olayan Building achieved LEED Platinum certification through sustainable construction and advanced energy systems, reflecting KAUST's commitment to environmental leadership. Ongoing maintenance preserved its efficiency and status as a model low-carbon facility.



### Wayakit Bio-tech Cleaning: KAUST Startup Technology

Deployment of Wayakit's biotech cleaning solutions improved health, sustainability, and efficiency, showcasing the value of homegrown innovation.

## Government and Public Sector Campaign Partnerships

*Supporting national campaigns and initiatives*

### Operational and Event Collaboration

Close coordination with the Municipality, Coast Guard, and National Guard at Thuwal Corniche aligned facility operations, public events, and infrastructure activities.



### Thuwal Corniche Development Plan

The advancement of strategic retail development at the marina, including family spaces, strengthened tourism and local economic activity.

### Business Partnerships

Long-term lease commitments with operators such as Fish and Hook Restaurant and Almagha Almaghrabi Café enhanced the visitor experience at the waterfront.





# A Year of Campus and Community Impact

The year demonstrated the **collective power of people, ideas, feedback, and service** to shape a connected and forward-looking community.

Every initiative from infrastructure to well-being was informed by community insight and contributed to KAUST's mission of enabling human potential and sustainable progress.



# Together, we are building a KAUST that people and potential thrive

**JULY**  
Football



**AUGUST**  
Summer Camp



**SEPTEMBER**  
Saudi National Day



**JANUARY**  
Lunar New Year



**FEBRUARY**  
Founding Day



**MARCH**  
Ramadan Nights



**OCTOBER**  
Run for a Cure



**NOVEMBER**  
SARF Rugby Tournament



**DECEMBER**  
FIFA Bid Announcement



**FEBRUARY**  
Flavors of Nations



**APRIL**  
Well-being Week




**MAY**  
KAUST Got Talent







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