

Stakeholder Engagement

Creating Lasting Value through Strategic Engagement

Saudi Tadawul Group takes a proactive and holistic approach to engaging with all Stakeholders, ensuring that each interaction fosters growth, trust and market development. By maintaining open communication, delivering tailored solutions and continuously evolving its offerings, the Group strengthens the capital market ecosystem while advancing the Kingdom's ambitious Vision 2030. Whether through issuers, business partners, employees, regulators or the broader financial community, Saudi Tadawul Group's commitment to collaboration drives innovation, enhances market resilience and unlocks new opportunities for sustainable economic growth.




Issuers				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
We manage our relationships with issuers with one-on-one meetings, phone calls, conferences, workshops, regular check-ins and email exchanges.	<ul style="list-style-type: none"> Continuous and dynamic engagement. Regular meetings, workshops and feedback sessions. 	<ul style="list-style-type: none"> Disclosures and compliance with listing rules. Adhering to restriction (blackout) periods. New incentives for issuers. Market developments and upcoming events. Changes in fees, processes and products related to market development. 	<ul style="list-style-type: none"> Conducting workshops to enhance issuers' understanding of products and services. Regularly engaging with issuers through surveys and meetings in collaboration with the CMA. Addressing feedback on fees, processes and product offerings. Implementing educational initiatives to improve market understanding and compliance. 	<ul style="list-style-type: none"> Supported issuers in governance, continuity and succession planning. Ensured issuers remained agile and prepared for market changes. Provided clarity on compliance and regulatory requirements. Enhanced issuers' experience and success within the Group's ecosystem.



Stakeholder Engagement continued

Employees				
				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
We prioritize effective and continuous engagement with our employees to foster a culture of collaboration, innovation and professional growth. Our engagement approach includes structured programs, feedback mechanisms, training initiatives and direct communication channels that ensure employees are actively involved in shaping the organization's future. We engage through social events, training programs, surveys and internal communication activities across the Group's divisions and its subsidiaries.	<ul style="list-style-type: none">Daily, weekly or monthly basis based on the activity.Annual Organizational Health Index (OHI) Assessment to measure employee satisfaction and workplace effectiveness.Regular and effective town halls and leadership Q&A sessions to provide transparency and address employee concerns.Facilitate quarterly performance feedback for hires from the Graduate Development Program, and regular surveys for the new employees to support continuous enhancement and professional growth.Align the Training and Leadership Development Programs with the organization's strategy and needs, also offering group learning experience to promote engagement, upskill employees against actual needs and enhance career growth.	<ul style="list-style-type: none">Female empowerment: Strengthening female representation among our workforce and supporting their career progression.Talent development and retention: Enhancing training and development programs, internal mobility and leadership development.Workplace culture and employee well-being: Improving engagement, satisfaction and mental health support.Performance management: Transitioning to a dynamic, feedback-driven performance management system.Strategic workforce planning: Aligning HR policies with business growth and market demands.Work-life balance and employee benefits: Expanding support for employees and their families.	<ul style="list-style-type: none">Female representation now stands at 32% of our workforce, with 51% of new graduate hires being women under the Graduate Development Program.Launched the second edition of the Future Leaders Program and the High-Potential Development Program with highly recognized training institutes globally.Optimized reporting lines and streamlined decision-making for better collaboration.Shifted to a continuous feedback model aligned with strategic goals.Implemented an AI-driven recruitment platform to enhance hiring and candidate experience.Signed MoU with Prince Mohammed Bin Salman College offering tuition fee discounts of higher education programs to the employees and their families.Partnering with local and international schools and kindergartens offering benefits and tuition discounts to employees' families.Launched the Summer Internship Program for 20 students (56% female), equipping them with market-ready skills.	<ul style="list-style-type: none">Career growth and learning: Provided structured leadership, technical and soft skills training, empowering employees at all levels to advance in their careers.Workforce agility and internal mobility: Encouraged cross-functional movement and job rotation to foster a dynamic, growth-oriented environment.Recognition and retention strategies: Strengthened employee motivation through enhanced performance rewards and engagement activities.Support for work-life balance: Extended well-being programs and expanded flexible work arrangements where applicable.Fostering a collaborative culture: Through strategic HR initiatives, STG continues to create a thriving, inclusive and forward-thinking workplace where employees are empowered to contribute to the organization's long-term success.

Members				
				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
Regular meetings, email updates, calls and in-person visits to their offices. We also host workshops and forums to address specific topics and maintain open communication. The introduction of the new Members Committee that will engage the high-level individuals and decision makers in the capital market.	<ul style="list-style-type: none">Daily contact with members through calls to ensure ongoing support.Monthly reviews, quarterly performance meetings.Visits as needed.	<ul style="list-style-type: none">Feedback on market changes and initiatives.Market-making performance and obligations.Operational challenges or specific concerns.System readiness and integration.Onboarding new members.Business growth opportunities.	<ul style="list-style-type: none">Developing new business, or consulting on new initiatives and providing feedback to the Market Development teams.	<ul style="list-style-type: none">Strengthened relationships through direct support and regular visits.Provided tailored solutions to improve efficiency and performance.Enhanced liquidity and member satisfaction by addressing feedback promptly.
Vendors and Partners				
				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
We manage existing relationships to address various types of requests, queries and issues that cover over 350 clients, including issuers, fund managers and members of the Exchange. We also communicate with potential clients to promote our offerings in addition to obtain feedback which helps in enhancing/introducing solutions that respond to their demands.	<ul style="list-style-type: none">Interactions on a daily basis.	<ul style="list-style-type: none">Available data and products' specifications as well as negotiating licenses' terms.Key account management and support activities.	<ul style="list-style-type: none">Anticipate customers' demands and develop products and solutions to meet future client requirements.Enhancing existing solutions based on client feedback.Strengthening key account management to improve service efficiency.	<ul style="list-style-type: none">Providing products and solutions that add value and help clients to effectively and efficiently access and trade the Saudi markets.Ensuring products and services meet evolving client needs.Strengthening relationships through responsive engagement and tailored support.

Stakeholder Engagement continued

Regulators				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>We uphold strong compliance practices through ongoing legal consultations, continuous governance enhancements and active participation in specialized committees, public discussions and regulatory reform initiatives.</p> <p>We maintain open communication with regulatory authorities, including regular audits and reviews, timely written responses, proactive legal support and meeting any additional relative regulatory requirements.</p>	<ul style="list-style-type: none">Ongoing communication with regulators, with a tailored approach to shifts in the regulatory environment. The engagement intensifies when new rules come into effect or when governance documents require updating, as well as during audits and inspections. This outreach can include providing clarification on current projects, addressing market concerns or submitting necessary data.The Legal Department, through its Compliance Division, serves as the key intermediary with regulatory bodies to ensure that all guidelines and requirements are effectively met when needed.	<ul style="list-style-type: none">Alignment with the new Companies Law.Updates to governance documents and foundational regulations of subsidiaries.Amendments to listing, trading, settlement, investor definitions and market maker regulations.Development and regulation of the debt instruments market, including refining rules for Sukuk, bonds and other debt instruments.Legal consultations, audits and responses to regulatory authorities.Secondary offering amendments to increase free-floating shares, improve market liquidity and expand investment opportunities.	<ul style="list-style-type: none">Ensured subsidiaries' compliance with the Companies Law by redefining Board roles, improving reporting, strengthening accountability and enhancing transparency.Improved post-trade infrastructure by refining settlement, investor definitions and market maker rules, aligning with global standards.Strengthened debt market regulations by reducing issuance sizes, exempting government funds and clarifying aggregated account mechanisms.Implemented compliance training, including the Code of Professional Conduct, to reinforce best practices.	<ul style="list-style-type: none">Strengthened market integrity through enhanced regulatory compliance.Increased market liquidity by refining listing, settlement and market-making rules.Expanded investment opportunities, supporting the growth and diversification of the Saudi capital market.Strengthened investor protection through governance updates and regulatory adherence.Reduced costs while maintaining quality through efficient legal handling and risk mitigation.Built a knowledgeable, compliant workforce with strong ethical standards.



External Business Partners				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>Regular meetings, strategic forums, collaborative partnerships, industry conferences, media engagement and educational programs, fostering knowledge exchange, innovation and market development.</p>	<ul style="list-style-type: none">Frequently.	<ul style="list-style-type: none">Market trends, regulatory updates, investment opportunities, technological advancements and capital markets transformation.Joint ventures, cross-border trading, digital transformation and market integration.Global economic issues, investment strategies, capital market development, ESG integration and sustainability.Financial literacy, market structure updates, ESG frameworks and evolving regulatory changes.	<ul style="list-style-type: none">Implementing new trading technologies, regulatory enhancements, launching innovative financial products and strengthening Saudi Arabia's position as a global capital markets hub.Forming strategic alliances with global exchanges and financial institutions.Hosting and participating in major industry events such as the Capital Markets Forum, roadshows and investor roundtables to share insights and best practices.Developing and delivering training programs and workshops for partners.Interviews, special articles, press releases and digital engagement.	<ul style="list-style-type: none">Enhanced market efficiency, ensured regulatory compliance, strengthened Saudi Arabia's positioning as a global capital market hub and provided diverse opportunities.Increased market access facilitated cross-border investments and promoted market integration.Strengthened industry relationships, increased global investor interest, enhanced knowledge exchange and promoted sustainable investment practices.Enhanced partner knowledge, increased market participation and ensured compliance with regulatory standards.Increased global investor interest and increased understanding of the Group's role in the global financial ecosystem.

Community				
How we engage	How often we engage	Key topics discussed	Key actions	Value created
<p>We amplify our impact through media coverage, community support initiatives, financial contributions to social causes, educational workshops and strategic partnerships with academic institutions and charitable foundations.</p>	<ul style="list-style-type: none">Ongoing through media channels.Regular community initiatives and campaigns.Regular workshops and programs.Continuous collaboration with institutions and foundations.	<ul style="list-style-type: none">Financial literacy and investment awareness.Education and skills development.Sustainable local procurement.Employment for Saudi nationals (particularly youth).Health and well-being support.Investment awareness and financial literacy.Career development in capital markets.Women and youth participation in industry.	<ul style="list-style-type: none">Public awareness campaigns on diverse investment topics.Supporting local small and medium enterprises.Virtual workshops on investment topics.	<ul style="list-style-type: none">Increased public awareness and financial literacy.Enhanced educational and employment opportunities for Saudi nationals.Stronger local businesses through SME support.Greater investor confidence and knowledge.Improved health and well-being through community initiatives.Contribution to the Kingdom's ambitious Vision 2030 goals.