

Sustainability Review

Sustainability Approach in Saudi Tadawul Group	98
Sustainability Framework	100
Material Topics	102
Sustainability Pillars	104
Pillar 1: Continuously elevate the sophistication of the Saudi capital market	104
Pillar 2: Promote integrity	106
Pillar 3: Become a global hub for debt-related sustainable finance	108
Pillar 4: Lead the market towards sustainability adoption and disclosure	110
Pillar 5: Address climate change and foster a circular carbon economy	112
Pillar 6: Support the talent that drives market progress	114

Sustainability is a strategic imperative at Saudi Tadawul Group, driving long-term value and competitive distinction. We are building a leading global exchange by embedding sustainability into our core operations, aligning with the highest international standards.



Sustainability Approach in Saudi Tadawul Group

Driving Sustainable Growth and Impact

Saudi Tadawul Group recognizes that embedding sustainability into its operations is not just a responsibility and commitment but a key driver of long-term value creation and competitive differentiation. Its sustainability approach is fully aligned with its strategic vision, reinforcing the Group’s ambition to rank among the world’s leading exchange groups. By integrating sustainability principles across its ecosystem, the Group enhances resilience, fosters market confidence and strengthens Saudi Arabia’s position as a global financial hub.

The Group is continuously refining its internal sustainability framework to align with the highest international standards, making sustainability a core pillar of its corporate strategy rather than just a compliance requirement. Beyond its own practices, it plays a key role in driving the broader market’s transition toward sustainable financial practices. By expanding its range of sustainability-focused products, the Group enables investors to access opportunities that align with their sustainability goals, reinforcing market stability and long-term attractiveness.

Collaborating closely with issuers, it promotes stronger sustainability management, greater transparency and enhanced disclosures. Additionally, by integrating sustainability into investment decision-making, the Group helps direct capital toward responsible and forward-looking businesses. Through these efforts, Saudi Tadawul Group strengthens its position as a sustainability leader while shaping the future of financial markets.



Sustainability Framework

A Structured Approach to Sustainability

Saudi Tadawul Group integrates 3 core opportunity areas across 6 key thematic pillars of responsibility, forming the foundation of its sustainability framework. This structured approach ensures that the Group’s most significant sustainability opportunities and impacts are captured and addressed effectively.

By embedding these focus areas into its operations, the Group reinforces its commitment to driving sustainable growth, fostering resilience within the financial ecosystem and aligning with evolving market expectations. This framework provides a clear roadmap for advancing sustainability practices across the Group and the broader capital market.

Our Sustainability strategic framework aligns with global best practices and Vision 2030, driving ESG integration and sustainable finance to build a more resilient and inclusive economy.



Material Topics

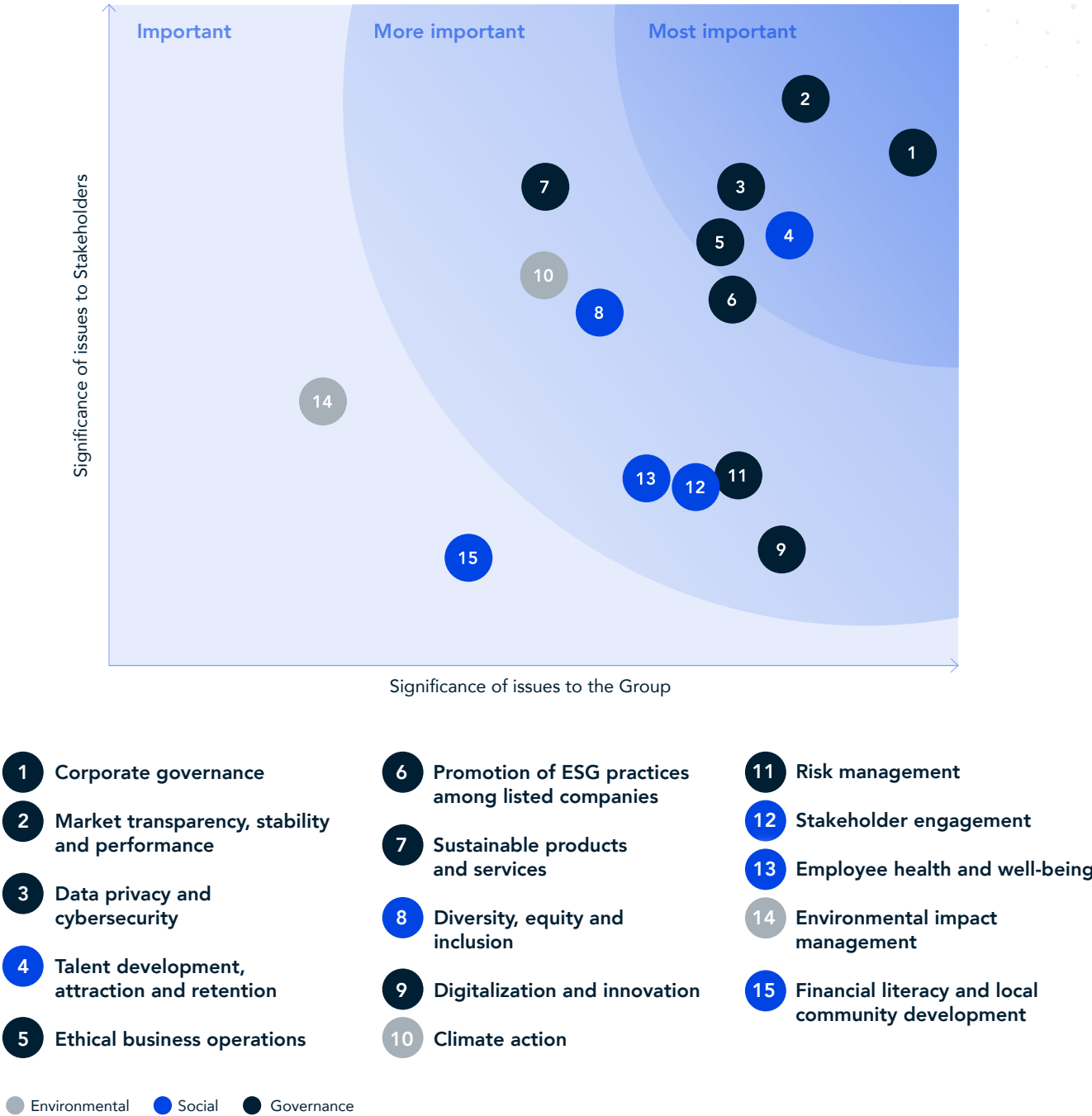
Identifying Key Sustainability Priorities

Saudi Tadawul Group conducted a comprehensive assessment to define the sustainability issues most critical to its business and Stakeholders, shaping the foundation of its sustainability strategy. This process was guided by extensive consultations and a thorough review of national, regional and global sustainability priorities.

As a result of this rigorous assessment, the Group identified 15 sustainability-related issues that are most relevant to its business and Stakeholders. These priorities are directly linked to its sustainability framework and ongoing strategy development. The Group remains committed to regularly reviewing and updating its materiality matrix to ensure alignment with market developments and evolving Stakeholder expectations.



Materiality Matrix



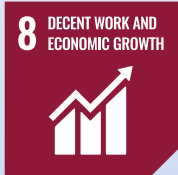
Sustainability Pillars

Pillar 1

Continuously elevate the sophistication of the Saudi Capital Market



Saudi Tadawul Group is committed to advancing Saudi Arabia’s capital market in alignment with Vision 2030 and the Financial Sector Development Program (FSDP). By strengthening its world-class infrastructure, the Group ensures the efficient operation of both equity and debt capital markets, fostering greater market depth and resilience. A key priority is expanding access for small and medium-sized enterprises (SMEs), enabling their participation in the capital markets as a vital driver of economic diversification. The Group also continues to enhance Saudi Arabia’s appeal as a global investment destination, attracting increased foreign capital and reinforcing the Kingdom’s position as a leading financial hub.



UN SDG Contribution

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small-, and medium-sized enterprises, including through access to financial services.

Progress and Achievements

Saudi Tadawul Group advanced its market-wide product and service offerings by introducing a capital management system in Nomu, with plans to expand it to the Main Market. It also published proposed amendments to the Saudi depositary receipts framework, aiming to diversify investment options and enhance market accessibility. To support foreign issuers, the Group launched an initial validation application service, ensuring companies are prepared before assigning a financial adviser.

Strengthening its global reach, the Group published the Foreign Companies Listing Guide, outlining criteria for international issuers to access the Saudi Exchange. It also facilitated Central Securities Depository (CSD) connectivity, ensuring the infrastructure is ready to support cross-listings and enhance market integration.

In the debt market, Saudi Tadawul Group introduced exempt offers for select instruments in compliance with IOSCO regulations, contributing to record capital raised – the highest in the Middle East. Additional initiatives in securitization, multi-currency settlements and collateral

management solutions are set to further enhance market liquidity and expand Saudi Arabia’s position as a global financial hub.

Expanding the Participation of Companies on the Saudi Exchange

Saudi Tadawul Group is a cornerstone of Saudi Arabia’s financial sector, powering economic expansion and market development as the operator of the region’s largest and most liquid stock exchange. A driving force behind Vision 2030 and the FSDP, the Group plays a key role in privatization efforts, SME capital access and attracting foreign investment.

Its comprehensive platform enables businesses to raise capital, investors to trade and diversify, and market participants to leverage a broad range of financial instruments, including equities, debt securities, derivatives and real estate investment traded funds. By continuously enhancing transparency, strengthening regulatory frameworks and providing robust market data services, the Group fosters confidence, liquidity and long-term growth in Saudi Arabia’s capital markets.

Key Performance Indicators (KPIs) ¹	2024	2023	2022	2021	2020
Market Performance: Main Market					
Total market capitalization (ﷲ billion)	10,200.24	11,259.32	9,878.10	10,009.15	9,101.81
Total number of listed companies	247	231	223	210	203
Number of new listings	19	9	19	9	6
Customer Satisfaction					
Customer satisfaction rate	90%	82%	84%	90%	N/A

Enhancing Market Transparency, Stability and Performance

By integrating sustainability into investment decisions and promoting responsible corporate behavior, Saudi Tadawul Group is strengthening the attractiveness and financial performance of the Saudi capital market, in alignment with the objectives of the FSDP.

Market integrity and stability remain a priority, with ongoing efforts to enhance transparency and reduce post-trade risk. The Group continuously implements regulatory reforms to reinforce investor confidence and protection. Encouraging employees and Stakeholders to report concerns through confidential channels further supports these objectives, ensuring accountability and trust in the market.

2025 Focus

The Group will continue to enhance market infrastructure, expand liquidity solutions and embed ESG principles to strengthen transparency and investor confidence. By attracting new listings, deepening market participation and enhancing data insights, the Group aims to drive market growth while advancing post-trade infrastructure and risk management. With a strong focus on global connectivity, the Group will introduce new data solutions, indices and investment tools, further solidifying the Kingdom’s position as a competitive and internationally integrated financial hub.

Sustainability Pillars continued

Pillar 2
 Promote integrity



Integrity and trust are the foundation of a thriving financial market, and Saudi Tadawul Group upholds these values through strict governance standards that ensure transparency, strong oversight and market credibility. By balancing regulatory compliance with innovation, the Group adapts to evolving market needs while maintaining stability. Its commitment to safeguarding market integrity fosters investor confidence, attracts investment and drives sustainable economic growth, reinforcing a resilient and high-performing financial ecosystem.



UN SDG Contribution

Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations.

Progress and Achievements

Corporate Governance

Saudi Tadawul Group prioritizes diversity across its Board of Directors and Sustainability Committee, ensuring a broad range of perspectives that enhance strategic decision-making and drive sustainable growth. The Sustainability Committee plays a key role in integrating ESG principles into the Group's strategy, reinforcing its commitment to responsible governance and long-term value creation.

For further details, please visit the [Corporate Governance](#) section of this Annual Report.

Strengthening Market Integrity and Regulatory Excellence

Saudi Tadawul Group maintained the integrity of the Saudi capital market through rigorous oversight, regulatory enforcement and ongoing engagement with market participants. The Group implemented a risk-based on-site inspection program to assess operational practices, compliance and risk management frameworks, prioritizing resources to address potential issues before they impacted

market stability. Clear communication with market members, including compliance teams and Senior Management, ensured a shared understanding of regulatory expectations. Inspection findings were documented in detailed reports, with necessary improvements closely monitored. Additionally, workshops were organized to raise awareness of regulatory obligations, further enhancing transparency and trust within the market.

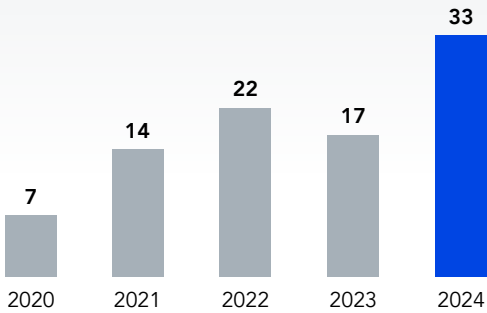
Through its Regulatory Oversight & Authorization Division (ROAD), the Group works closely with the Capital Market Authority (CMA) to uphold compliance with listing rules and maintain efficiency. Nomu, while a distinct market segment, adheres to the same rigorous standards as the Main Market, ensuring consistency in governance and oversight.

Data Protection and Regulatory Independence

Maintaining the highest standards of cybersecurity, Saudi Tadawul Group continued to safeguard sensitive data in full compliance with internal security policies. Since 2020, the Group has successfully prevented any data breaches, demonstrating its commitment to protecting market participants and investors from cyber risks.

Regulatory oversight remained a priority, with ROAD conducting 2 regulatory inspections across the Group and subsidiaries, reviewing 135 obligations, and participating in the CMA's "Regulatory Obligations Assessment Model" to evaluate 437 obligations. In 2024, the division efficiently processed over 320 listing applications, approving 183 across the Main Market, Nomu and direct listings, while facilitating the transfer of 5 companies from Nomu to the Main Market. Efforts to enhance disclosure mechanisms included workshops that improved issuer communication and reduced corrective announcements.

Total Members Inspected for Compliance



Advancing Sustainability Risk Management

Saudi Tadawul Group reinforced its commitment to sustainability by integrating sustainability considerations into its risk management framework, aligning with ISSB guidelines and Saudi Vision 2030's sustainability goals. Through comprehensive sustainability risk assessments, the Group engaged Stakeholders to identify climate-related risks and develop mitigation strategies while leveraging

opportunities in operational efficiency. By maintaining a strong regulatory framework, fostering transparency and adopting sustainability best practices, the Group strengthened market trust and positioned itself as a leader in financial market sustainability, governance and investor protection.

For further details, please visit the [Risk Management](#) chapter of this Annual Report.

2025 Focus

Looking ahead, the Group is set to enhance its role in maintaining market integrity and efficiency. It will focus on ensuring the timely and seamless processing of all listing and membership requests, adhering strictly to the timelines outlined in the listing, trading and membership rules.

Additionally, the Group will further strengthen its monitoring efforts to uphold fairness, efficiency and transparency in the implementation of the Group's regulatory mandates. By reinforcing these principles, the division will continue to safeguard trust in the Saudi capital market while supporting its long-term growth and global competitiveness.

Sustainability Pillars continued

Pillar 3

Become a global hub for debt-related sustainable finance



Saudi Tadawul Group is committed to advancing and expanding its debt capital market capabilities while strengthening its global appeal. By advocating for and facilitating sustainable finance issuances, the Group aims to accelerate market development, attract international investment and reinforce Saudi Arabia’s position as a leading financial hub.



UN SDG Contribution

Strengthen the means of implementation and revitalize the global partnership for sustainable development.



Sustainable Products and Services

Saudi Arabia’s investment momentum, aligned with Vision 2030, is driving a growing demand for sustainability-related financing. With increasing interest in issuing green and sustainability-linked Sukuk, Saudi Tadawul Group is focused on creating an enabling environment to support and capture this expanding market.

In collaboration with the CMA, the Group is finalizing the Saudi Exchange Sustainable Finance Issuance Guidelines. These guidelines aim to promote the issuance of green, social and sustainability-focused financial debt instruments, ensuring greater alignment with sustainability objectives and strengthening the market’s role in driving sustainable economic growth. The guidelines are expected to be published in 2025, marking a significant step toward integrating sustainability into the Kingdom’s capital markets.

The Group took strategic steps during the year to help companies capitalize on sustainability-related opportunities and drive the evolution of the debt capital market. In July, the Listing team proposed amendments to the listing rules

for public consultation, including reducing the minimum listing size for Sukuk and bonds and excluding offered debt instruments through exempt offers in accordance with IOSCO standards. These changes aim to stimulate Sukuk and bond issuances, enhance market activity and expand financing opportunities while maintaining investor protection.

To further raise awareness and promote sustainable finance, the Group engaged directly with investors and clients through one-on-one meetings and industry collaborations. In partnership with S&P Global, it hosted a workshop focused on sustainable finance principles and best practices, equipping market participants with the knowledge needed to navigate and leverage sustainability-driven investment opportunities.

In addition, the Saudi Exchange proposed listing rule amendments to lower the minimum listing size for Sukuk and bonds, stimulating debt capital market expansion while maintaining investor protection, to further embed sustainability principles across market segments.

2025 Focus

Saudi Tadawul Group is committed to rapidly expanding the sustainability-themed debt market to become a significant part of the overall landscape. By accelerating the adoption of sustainable finance instruments, the Group enables forward-thinking companies to secure financial and strategic advantages while empowering investors to drive long-term environmental and social impact. These initiatives not only promote market stability but also integrate sustainability into everyday investment decisions, reinforcing the Kingdom’s transition to a greener economy.

With ambitions to make its capital markets a global destination for sustainability-linked debt, the Group is finalizing new frameworks for sustainable bonds and Sukuk to build a liquid and transparent market. Leveraging its leadership in climate innovation and Shariah-compliant green finance, Saudi Tadawul Group is poised to become one of the world’s largest hubs for sustainable finance, setting a new global benchmark for ethical and responsible investing.

Sustainability Pillars continued

Pillar 4
 Lead the market towards sustainability adoption and disclosure



Saudi Tadawul Group is advancing sustainability in Saudi capital markets, linking strong sustainability performance to resilience and market appeal. By enhancing transparency, expanding sustainability guidance and setting a benchmark with its own disclosures, it strengthens investor confidence and drives adoption of sustainability management. Improved access to sustainability data empowers investors and fosters a competitive market, ensuring Saudi Arabia remains a leading global investment hub aligned with its economic and sustainability goals.



UN SDG Contribution

Encourage companies, especially large and trans-national companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Progress and Achievements

Saudi Tadawul Group advanced its commitment to sustainability in 2024, reinforcing its leadership in sustainability integration and sustainable finance.

The Group conducted around 110 dedicated events since launch in late 2022 – including one-on-one advisory sessions, webinars and specialized training for issuers – focused on raising awareness among participants/issuers about relevant rules and procedures.

The **Saudi Exchange** joined the Net Zero Financial Service Providers Alliance (NZFSPA) at COP29, underscoring its commitment to driving a global net zero transition. Sustainability disclosure adoption among Saudi-listed companies gained momentum, with 40% of issuers on the Main Market now reporting their sustainability performance, exceeding the 2024 target of 35%. It also expanded its sustainability advisory services, conducting 75 one-on-one sessions since 2022, and hosted 15 sustainability-focused events and workshops to enhance market awareness and adaptability.

The Saudi Exchange conducted over 35 sustainability awareness webinars and training sessions, helping issuers adopt best practices. In May, it published the Foreign

Companies Listing Guide, setting clear criteria for international issuers seeking to access the Saudi Exchange. It also aligned sustainability disclosure requirements with global standards, including the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations, ensuring transparency and consistency for investors.

Strategic partnerships and infrastructure enhancements have further strengthened the Group’s sustainability impact. The Group signed MoUs with multiple international exchanges and financial institutions, enhancing sustainability standards and facilitating cross-listings. Edaa introduced Omnibus accounts in the Saudi debt market, improving operational efficiency and increasing market attractiveness.

Edaa supported the National Debt Management Center (NDMC) in launching a Savings Sukuk Program, broadening financial inclusion and providing responsible investment options aligned with global sustainability goals. In collaboration with the Saudi Exchange and Muqassa, it also implemented the second bundle of Post-Trade Transformation enhancements, improving efficiency and aligning with global best practices. Additionally, partnerships with Clearstream and Euroclear are facilitating cross-border sustainability investments, positioning Saudi Arabia as a regional leader in sustainable finance.

“ The Saudi Exchange expanded its sustainability advisory services, conducting 75 one-on-one sessions since 2022, and hosted 15 sustainability-focused events and workshops to enhance market awareness and adaptability. ”

WAMID’s Data Monetization Program is transforming sustainability data accessibility by integrating sustainability-related financial data into the market ecosystem. This initiative, along with strategic partnerships in sustainability data monetization, ensures that sustainability considerations remain central to investment decision-making.

Meanwhile, **Muqassa** continued to uphold global financial infrastructure standards by maintaining full compliance with CPMI-IOSCO principles, while expanding acceptable collateral options to strengthen liquidity and market

participation and introduced the Muqassa Risk Work Group to enhance collaboration with its clearing members and to be aligned with global standards.

These collective efforts mark a decisive step toward embedding sustainability principles across Saudi Arabia’s capital markets. By enhancing sustainability disclosures, expanding product offerings and fostering global partnerships, Saudi Tadawul Group is positioning the Kingdom as a premier hub for sustainable investment and responsible market development.

2025 Focus

Saudi Tadawul Group will accelerate its sustainability agenda, reinforcing its leadership in sustainable finance and integration. The Saudi Exchange aims to increase sustainability disclosure among listed companies, targeting 45% of Main Market issuers by year-end, while developing a new sustainability reporting platform to streamline disclosures. Additionally, sustainability data monetization initiatives will expand, offering deeper insights for investors. WAMID will drive these efforts by leveraging partnerships to enhance sustainability reporting and market accessibility.

Muqassa will focus on market resilience, conducting its first Recovery Plan testing and participating in the CCP Default Simulation to strengthen risk preparedness. Muqassa is also set to launch a new suite of products aimed at further enhancing its offerings and services, with a particular focus on the derivatives and repo markets. Edaa will enhance market liquidity through expanded Collateral Management (CM) and Securities Borrowing and Lending (SBL) solutions, while launching Edaa Connect to improve market accessibility and investment transparency. Strengthening cross-border collaboration with global depository centers will remain a priority to align with best practices in sustainable finance.

Through these strategic initiatives, Saudi Tadawul Group will continue shaping a capital market ecosystem that promotes sustainability excellence, fosters sustainable investment and aligns with Vision 2030’s long-term economic and environmental goals.

Sustainability Pillars continued

Pillar 5

Address climate change and foster a circular carbon economy



Saudi Tadawul Group is committed to creating the market infrastructure for a net zero, circular carbon economy, positioning Saudi Arabia as a global hub for carbon trading. In 2022, it launched the Regional Voluntary Carbon Market Company (RVCMC) in partnership with PIF (20% ownership) to drive liquidity and transparency in carbon credit markets. By expanding sustainable finance solutions and developing carbon trading frameworks, the Group is accelerating the Kingdom’s climate transition and strengthening its role in global sustainability efforts.



UN SDG Contribution

Improve education, awareness raising, human, and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Progress and Achievements

Advancing Climate Action and Sustainable Operations

Saudi Tadawul Group is embedding sustainability into its operations, advancing climate action, energy efficiency and responsible procurement. The Net Zero 2050 project was initiated to align with long-term climate transition goals, with emissions and energy-related data now tracked annually to measure progress toward decarbonization.

Saudi Tadawul Group reinforced its commitment to sustainability with the launch of the STG Green Initiative, aligning with Saudi Vision 2030’s environmental goals. As part of this initiative, the Group signed an MoU with Morooj, a non-profit governmental foundation under the Ministry of Environment, Water and Agriculture, to drive awareness, expand green spaces and enhance vegetation cover across the Kingdom. Through this collaboration, Saudi Tadawul Group is actively supporting national sustainability efforts, demonstrating leadership in environmental responsibility and contributing to the Kingdom’s broader green transformation.

Furthermore, the transition to KAFD is expected to generate significant energy savings, with precise reductions to be reported in 2025. Energy-efficient systems, including motion-sensor lighting in all offices and corridors, were implemented at the new King Abdullah Financial District (KAFD) premises, aiming to reduce electricity consumption.

Additionally, the Group monitors its energy use via electricity meters and tracking rent bills while exploring further optimization opportunities in data centers and infrastructure. The LEED certification process was also launched to ensure office buildings meet international sustainability standards.

Saudi Tadawul Group is enhancing sustainable procurement by requiring all new suppliers to sign the Supplier Code of Conduct and obtaining ISO 20400 certification. It integrates sustainability due diligence into supplier audits, focusing on local content and responsible sourcing. Through operational efficiency, emission reductions and responsible procurement, the Group supports Saudi Arabia’s transition to a circular carbon economy and aligns with the Vision 2030 sustainability goals.

Developing a Regional Voluntary Carbon Market

Saudi Tadawul Group reinforced its role as a leader in sustainable finance through its strategic involvement in the Regional Voluntary Carbon Market Company (RVCM), established in partnership with PIF in 2022. With a capital investment of ﷲ 500 million (USD 133 million), RVCM played a pivotal role in facilitating carbon credit auctions that align with Saudi Arabia’s ambitious climate objectives. The Group’s 20% stake underscores its commitment to supporting PIF’s mission to develop 70% of the nation’s green energy capacity – an essential component of Vision 2030 and the Kingdom’s path to achieving net zero emissions by 2060.

In 2024, RVCM advanced its vision of spearheading high-integrity climate action from the Global South, channeling investment into critical carbon reduction initiatives across the Middle East, Africa and beyond. With a focus on harnessing blue carbon opportunities and integrating carbon credits into financial instruments, RVCM is not only driving emission reductions but also paving the way for Islamic finance to play a greater role in the climate transition.

Strengthening Waste and Water Management

Saudi Tadawul Group is advancing its waste and water management practices to align with sustainability goals and reduce environmental impact. Efforts to enhance water consumption tracking are underway, improving monitoring capabilities to ensure more efficient use of resources. The Group is utilizing KAFD’s greywater recycling system to manage water discharge sustainably, supporting conservation efforts within its operations.

Waste management strategies have also been refined, resulting in a notable reduction in total waste generated. While recycling initiatives remain limited, the Group is exploring opportunities to expand waste recycling efforts and implement third-party verification to enhance transparency and accountability in its waste metrics.

By focusing on resource efficiency, conservation and responsible waste management, Saudi Tadawul Group is laying the groundwork for more sustainable operational practices, reinforcing its role in driving environmental responsibility within Saudi Arabia’s financial sector.

2025 Focus

Saudi Tadawul Group is advancing its sustainability efforts with a comprehensive Net Zero 2050 roadmap, incorporating Scope 3 emissions tracking, targeted reduction strategies, and feasibility assessments for on-site renewable energy solutions. To enhance resource efficiency, the Group is strengthening waste and water data collection while implementing measures to reduce electricity consumption and improve energy efficiency. As part of its commitment to global best practices, it continues to elevate building sustainability through its LEED Certification journey. These initiatives reinforce Saudi Tadawul Group’s environmental leadership, supporting Saudi Arabia’s Vision 2030 and the global transition to a low-carbon economy.

Sustainability Pillars continued

Pillar 6
Support the talent that drives market progress

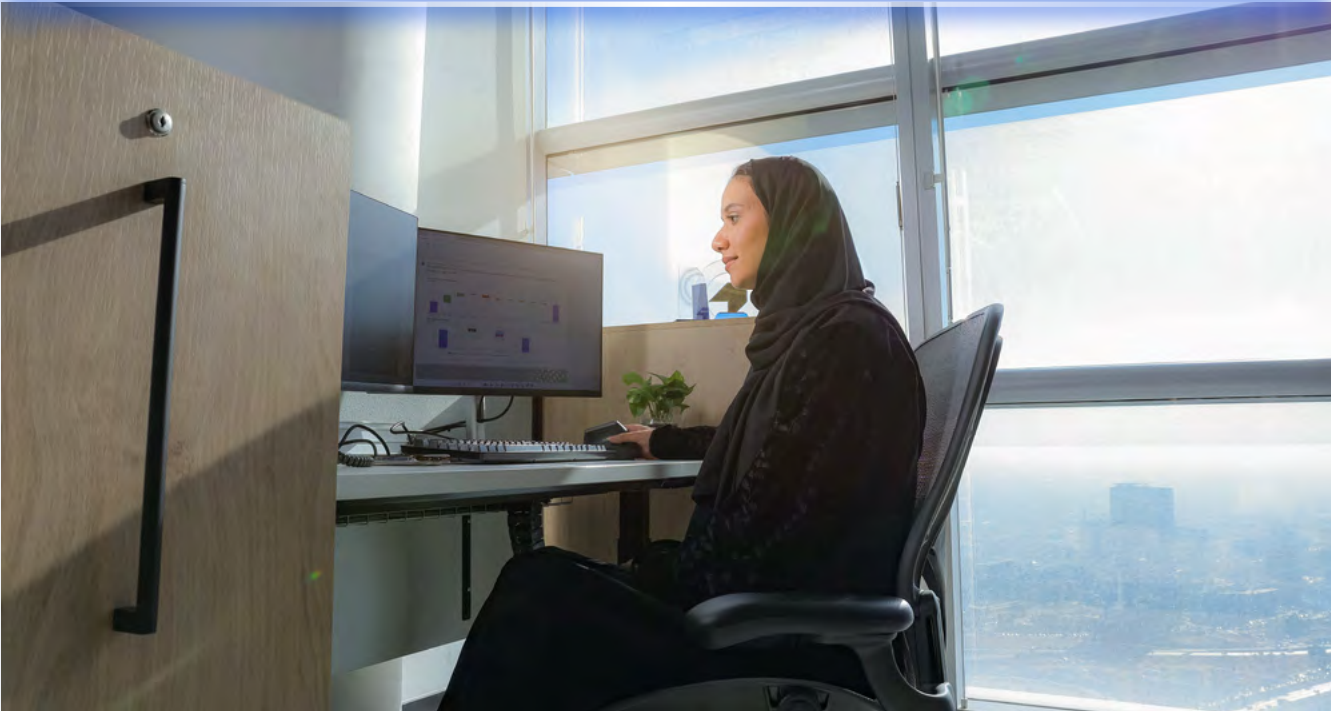


Saudi Tadawul Group is committed to developing national talent, advancing gender balance and promoting financial literacy to sustain Saudi Arabia’s transformation. Through significant investments in training, the Group equips its workforce with knowledge, skills and expertise to drive market growth and global integration. To foster an inclusive financial ecosystem, the Group is intensifying efforts to empower women and expand financial education programs. With sustainability principles shaping investment decisions, it is also scaling up sustainability-focused training to equip Stakeholders with the knowledge needed to drive a more resilient and sustainable market.



UN SDG Contribution

Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life.



Workforce

Saudi Tadawul Group’s workforce has been instrumental in driving its success. As the Group expands, it continues to attract diverse talent, strengthening its capabilities and advancing its strategic priorities. This growth enhances expertise in key areas such as innovation and sustainability, ensuring the Group remains agile, forward-thinking and well-positioned to achieve its ambitious goals.

	2024	2023	2022	2021	2020
Workforce Size	549	494	480	412	397
Outsourced employees	26	18	18	16	22
Full-time employees	523	476	462	396	375
Part-time employees	0	0	0	0	0
Employees by Age					
18-30 years old	243	226	218	178	147
31-40 years old	162	137	146	133	147
41-50 years old	94	89	75	67	64
Over 51 years old	24	24	23	18	17
Employees by Service Period					
0-5 years	389	352	340	264	253
6-10 years	59	51	48	57	37
11-15 years	17	10	26	30	66
16+ years	58	63	48	45	19
Employees by Gender					
Females	168	142	123	102	91
Males	355	352	357	310	306
Employees by Nationality					
Saudi nationals	482	433	423	360	339
Non-Saudi nationals	41	43	39	36	36
Saudi nationals (%)	92%	91%	92%	91%	91%

Sustainability Pillars continued



Progress and Achievements

Enhancing Diversity and Inclusion and Building Corporate Culture

Saudi Tadawul Group remains committed to fostering an inclusive and dynamic workplace where employees can grow and succeed. Women now represent 32% of the workforce, reflecting the Group's dedication to gender equality and professional advancement through targeted development programs and equal opportunities.

Investing in the next generation of financial leaders, the Group's Graduate Development Program welcomed 70 fresh graduates, with women making up 51% of participants. A structured curriculum of 10 training modules, developed in collaboration with leading institutions, equips young

professionals with essential technical, soft and industry-specific skills, ensuring they are well-prepared for long-term success in capital markets.

To enhance employee satisfaction and workplace well-being, Saudi Tadawul Group introduced the Organizational Health Index (OHI) assessment, enabling data-driven refinements to HR strategies and Group culture. Additionally, the Group continues to prioritize talent mobility, fostering collaboration, innovation and agility through internal rotations and knowledge-sharing initiatives.

Reinforcing its commitment to education and professional growth, the Group has partnered with leading academic institutions, including Prince Mohammed Bin Salman College and New York University Abu Dhabi, to offer

employees access to advanced degrees and real-world project experiences. Collaboration with local and international schools also provide tuition discounts for employees' children, underscoring the Group's dedication to lifelong learning and family support.

Beyond professional development, Saudi Tadawul Group nurtures a culture of inclusivity and engagement through diverse social initiatives and cultural celebrations. These events strengthen employee connections, recognize achievements and promote well-being, ensuring a sense of belonging and unity across the organization.

Strengthening Human Capital for Future Growth

In 2024, Saudi Tadawul Group introduced transformative HR initiatives to enhance employee experience, attract top talent and build a future-ready workforce. These efforts aligned with the Group's strategic growth ambitions, ensuring a high-performing team equipped for long-term success.

A comprehensive organizational review optimized reporting lines, streamlined decision-making and improved cross-

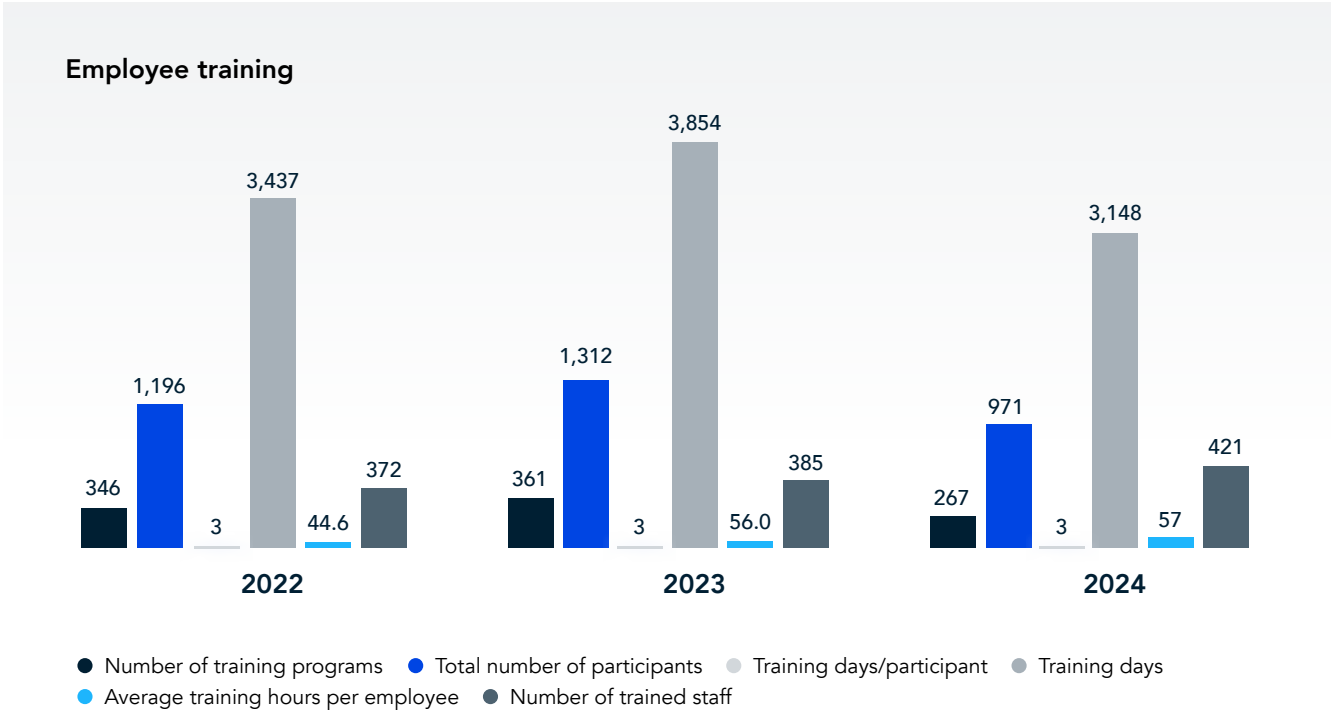
functional collaboration. These refinements enhanced resource allocation, strengthened internal mobility and created a resilient structure that supports adaptability and growth in an evolving market.

To foster continuous development, the Group redefined its Performance Management System into a dynamic, feedback-driven model, ensuring closer alignment between employee growth and organizational goals. Additionally, a new recruitment platform streamlined hiring processes, enhancing efficiency, candidate experience and strategic talent acquisition.

Investing in leadership and talent development remained a priority, with the expansion of the High-Potential Development Program and the launch of the second edition of the Future Leaders Program. Over 15 specialized learning programs were introduced in partnership with global institutes, while a Summer Internship Program provided 20 young students - 56% of them female - with valuable job market skills, reinforcing the Group's commitment to workforce empowerment and human capital excellence.



Sustainability Pillars continued



Empowering Talent through Strategic Development

Saudi Tadawul Group remained dedicated to building a world-class workforce, aligning employee development with its vision of becoming a leading financial hub. By fostering a culture of continuous learning, innovation and collaboration, the Group ensured that employees grew in line with its strategic ambitions.

To support employees at all career stages, the Group implemented tailored training programs focused on leadership development, technical expertise and interpersonal skills. These initiatives, delivered through structured training, hands-on learning and specialized workshops, were guided by thorough training needs assessments to ensure alignment with business objectives.

For middle Management, the emphasis was on leadership growth through immersive group retreats, while Senior Executives received tailored executive education based on in-depth assessments. The effectiveness of these programs was continuously measured through post-training evaluations, ensuring meaningful and lasting impact.

Beyond structured training, the Group actively supported higher education and professional certifications, enabling

employees to pursue Master’s degrees and industry-recognized qualifications. A comprehensive talent identification process placed high-potential employees on development paths aligned with succession planning, reinforcing the Group’s commitment to long-term workforce excellence.

Financial Literacy and Local Community Development

Aligned with Vision 2030 and the Financial Sector Development Program (FSDP), the Group actively enhances financial literacy in Saudi Arabia through initiatives like the “Ring the Bell for Financial Literacy” event with the World Federation of Exchanges. At the core of these efforts is the “Invest Wisely” program, an online platform and mobile app designed to educate individuals on prudent investment in the Saudi capital market, covering fundamentals, financial instruments and risk management. The program has delivered 7 expert-led workshops on topics such as derivatives, financial planning and market analysis. Additionally, the Saudi Exchange facilitates learning through seminars, workshops and a trading simulator that provides hands-on market experience. ESG knowledge development is also a key focus, supporting a smooth transition to sustainable investing in line with Vision 2030.



2025 Focus

Saudi Tadawul Group's HR function will continue driving the Group's strategic vision by enhancing employee experience and organizational effectiveness. The focus will be on expanding learning and development programs, strengthening engagement and advancing people development initiatives to equip employees with the skills needed to thrive in a dynamic market. A key priority is securing multiple ISO certifications within the HR Division, underscoring a commitment to excellence, operational efficiency and global best practices. By elevating HR practices and fostering a high-performance culture, the Group aims to solidify its position as an employer of choice, ensuring its workforce remains empowered, engaged and ready for long-term success.