

رعاية الطبية
CARE MEDICAL



Leading with Care, Delivering with Purpose

Sustainability Report 2024

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About This Report

National Medical Care Company is proud to be a leading healthcare provider in Saudi Arabia, with a growing network of hospitals and specialized care centers serving communities across the Kingdom. Our facilities are strategically located to ensure wide accessibility, and we offer a diverse range of healthcare services, from clinical care and pharmacy operations to emerging digital health solutions. As a trusted name within the Kingdom’s evolving healthcare landscape, we recognize that our mission goes beyond delivering quality clinical outcomes. It also means upholding our responsibility to operate ethically, support the well-being of our communities, and contribute meaningfully to the broader goals of sustainable development.

This second Sustainability Report represents an important step forward in that journey. Building on the momentum of our first report, this year’s edition reflects our continued progress and growing maturity in embedding Environmental, Social, and Governance (ESG) considerations into every part of our work. Throughout this report, we share how sustainability is not just a concept but a daily practice in our hospitals –reflected in tangible actions, programs, and performance metrics. This report is also part of our broader commitment to maintaining transparency with our stakeholders and being held accountable for the way we operate.

In alignment with the ambitions of Saudi Vision 2030’s healthcare transformation goals, we have taken a deliberate approach to integrate sustainability into our strategy and operations. Our efforts reflect a blend of international standards and context-specific practices that address local health needs, enhance operational resilience, and minimize our environmental footprint. The information in this report has been compiled with care to ensure it meets recognized reporting standards while also addressing the priorities and concerns of our patients, employees, partners, and broader community.

Purpose of the Report

This report serves as Care Medical’s transparent disclosure of our ESG performance, illustrating how we embed sustainability into our healthcare services and operations. By documenting our progress, challenges, and commitment to future improvements, we aim to strengthen accountability to our patients, staff, and stakeholders, while guiding data-driven enhancements in our pursuit of sustainable healthcare delivery. Our approach to sustainability is grounded in the realities of our operating environment and the aspirations of the communities we serve. As we grow, we continue to align our impact with the evolving goals of Saudi Arabia’s Vision 2030, focusing on expanding access to quality healthcare, empowering local talent, and embedding sustainability across our operations.

Reporting Standards & Frameworks

Our sustainability disclosures are guided by globally recognized frameworks to ensure transparency, accountability, and comparability across our reporting practices. This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, providing a structured and comprehensive approach to communicating our ESG performance.

We also draw guidance from the principles of the United Nations Global Compact, which outline fundamental responsibilities in the areas of human rights, labor practices, environmental protection, and anti-corruption. These values are integrated into the way we operate, well integrated from our workplace policies to our broader role in the community. In addition, our sustainability agenda supports the United Nations Sustainable Development Goals (SDGs), particularly in areas where we believe we can make a real difference.

Reporting Scope and Boundaries

This report presents a comprehensive overview of National Medical Care Company (hereinafter referred to as “Care Medical” or “Care”) and sustainability performance for the reporting period of January 1 to December 31, 2024, unless otherwise indicated. The scope of the report encompasses our six key healthcare facilities in the Kingdom of Saudi Arabia: Al Rawabi, Al Malaz, Al Salam, Al Haram, Al Balad and ReLib.

All figures included in this report have been collected from the respective departments within Care Medical, aggregated internally, and presented as officially reported by the company.





Chairman Message



As leaders in Saudi Arabia's healthcare sector, we recognize our fundamental responsibility to deliver sustainable, high-quality medical care that serves not only today's patients but also future generations across the Kingdom.

At Care Medical, we are laying solid foundations for sustainable growth while simultaneously advancing our digital transformation through the integration of cutting-edge medical technologies, streamlined operations, and innovative healthcare delivery methods. This dual commitment to sustainability and technological advancement positions us at the forefront of modern healthcare excellence.

Our sustainability journey has evolved significantly since our first report. We have systematically embedded ESG priorities into our daily operations, transforming how we approach every aspect of healthcare delivery. Every decision we make now considers not just immediate patient care needs, but also our long-term responsibility to preserve resources and strengthen the healthcare infrastructure of our country.

This year's report represents a significant advancement in our sustainability reporting practices. Building on our first report, we have strengthened our disclosure approach by aligning with the GRI Standards, ensuring greater transparency and consistency in how we communicate our ESG performance. We have also carefully mapped our sustainability efforts to Saudi Arabia's Vision 2030 Transformation Agenda, demonstrating our direct contribution to the Kingdom's national development priorities. Additionally, we conducted a comprehensive assessment to identify the UN Sustainable Development Goals where Care Medical can make the most meaningful impact, enabling us to focus our resources and strengthen our contribution in areas where we can truly make a difference.

Our commitment centers on those who matter most: the dedicated healthcare professionals who bring compassion to life in our facilities every day, the patients and families who place their trust and their health in our hands, and the communities across Saudi Arabia that we are privileged to serve.

This year, we updated our sustainability strategy by building on our existing foundation and developing six integrated pillars: Economic Resilience & Ethical Governance, Patient-Centric Care & Innovation, National Contribution & Social Impact, Empowering Human Capital, Environmental Stewardship, and Stakeholder Collaboration.

In 2024, we transformed this strategy into tangible action. We launched our digital transformation roadmap, a comprehensive five-year plan designed to deliver smarter, more accessible healthcare across the Kingdom. Virtual consultations became a cornerstone of our patient care approach, complemented by mobile healthcare platforms and other innovative initiatives that bring medical expertise directly to Saudi families.

Environmental awareness became a priority across our teams as we began implementing resource management practices that reduce waste and optimize efficiency. Our commitment to human capital development accelerated through sophisticated training curricula delivered via Care Academy and the Tamheer program, ensuring our physicians have access to the latest medical knowledge and techniques. We placed special emphasis on nurturing Saudi talent, particularly empowering our women healthcare professionals and developing our youth, recognizing their vital role in shaping the future of healthcare in the Kingdom.

Our strategic initiatives are deeply aligned with Saudi Arabia's Vision 2030, particularly the

National Transformation Program's ambitious healthcare sector reforms. We actively contribute to the Kingdom's goal of building a comprehensive, efficient, and sustainable healthcare system by investing in advanced medical infrastructure, expanding specialized services, and enhancing healthcare accessibility across our facilities in Riyadh, Jeddah, and Makkah. Through our commitment to digital health transformation, clinical excellence, and preventive care programs, we support the Vision's objectives of increasing life expectancy, reducing disease burden, and achieving healthcare self-sufficiency.

None of these achievements would have been possible without engaging with our partners. Our partnerships with global medical innovators bring topnotch treatments to Saudi patients. We work closely with regulators and we engage with our patients and staff to shape every decision we make and every service we deliver.

As we look ahead, our vision remains clear: sustainable healthcare must be inclusive, ethical, technologically advanced, and fundamentally people-centered. Care Medical views sustainability not as a final destination but as an ongoing journey that pushes us to excel, strengthens our resolve, and inspires us to set new standards for healthcare leadership.

Our deepest gratitude extends to the partners across public and private sectors who share our vision, to every employee throughout the Kingdom who brings compassion to their daily work, and to the patients and communities whose trust drives our commitment to excellence. Together, we continue charting a path defined by clinical excellence, organizational resilience, and shared prosperity for all Saudi Arabia.

Saad bin Abdul Mohsen Alfadly
Chairman



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Company Overview

Care Medical is a leading healthcare provider headquartered in Riyadh, Saudi Arabia. With a strong presence across Riyadh, Jeddah, and Makkah, the Group operates six hospitals and employs more than 3,325 healthcare practitioners, administrators and support staff.

Care Medical’s operational model combines scale with specialization. With over 1,128 licensed beds and services spanning more than 40 medical specialties, our facilities are designed to meet the diverse and evolving needs of patients across the Kingdom. Our six hospitals form an integrated care network that prioritizes access, quality, and efficiency.

Our performance in 2024 reflects this model in action. Patient admissions increased by 14%, surgical volumes rose by 12%, and clinic and emergency visits grew by 14%, all while maintaining a 68% bed occupancy rate. These results underscore our ability to scale services without compromising quality or outcomes

Strategic Infrastructure Expansion

We are actively investing in clinical infrastructure and digital innovation to future-proof our capabilities. The development of the 400-bed AlNarjis Hospital, currently under construction, will significantly expand capacity and introduce advanced specialties to serve the growing needs of northern Riyadh.

Patient Safety and Clinical Risk Management

At the core of our mission is a commitment to delivering safe, patient-centered care. Patient safety is embedded in every aspect of service delivery. We operate under a system-wide risk management framework that proactively identifies, assesses, and mitigates potential safety threats across our facilities. In 2024, we enhanced our incident reporting tools and expanded the scope of root cause analysis enabling earlier interventions and systemic improvements. High-risk departments, such as surgery, ICU, and medication handling, were subject to intensified monitoring through real-time dashboards and compliance audits. These efforts led to measurable improvements in critical safety indicators, including reductions in medication errors and improved adherence to infection control protocols.

¹ The total number of full-time employees as of 2024 is 2,647. The total workforce figure of 3,325 includes part-time staff and trainees across all Care Medical facilities





Quality Assurance and Patient Experience

Our commitment to quality goes beyond accreditation requirements to include ongoing measurement of clinical outcomes and patient-reported experiences. In 2024, we implemented a refreshed hospital-wide patient experience framework built around timeliness, clarity of communication, and continuity of care. Cross-functional quality rounds were introduced in all facilities to close gaps between clinical intent and patient perception.

Empowering People Through Healthcare Education

Healthcare Education has always been a key priority of ours. Care Medical is dedicated to developing a healthcare workforce prepared for the future disruptions and advancements. Through Care Academy, over 13,000 professionals receive annual training aligned with national priorities and international standards. These investments in human capital, technology, and infrastructure ensure we remain responsive to the healthcare needs of today, while preparing for the demands of tomorrow.

Driving Vision 2030 in Action

Care Medical's contribution to Vision 2030 is embedded in how we transform care delivery, empower the Saudi workforce, and elevate national healthcare standards. As the Kingdom shifts toward a value-based health system, we are investing in advanced clinical infrastructure, digital innovation, and localized talent development to ensure sustainable impact. Our model emphasizes service integration, which improves care coordination and optimizes resource use—key enablers of the Health Sector Transformation Program. Moreover, our partnerships with academic institutions, national health bodies, and research entities support knowledge transfer, applied innovation, and the development of Saudi-led clinical expertise. Whether through expanding access in underserved areas or driving efficiency across our network, we view every operational decision as an opportunity to support a healthier, more resilient Saudi Arabia, today and well into the future.



Our Compass for Impact

Our Mission



Providing distinctive care to improve the wellbeing of our community through pursuit of excellence.

Our Vision



To lead at the forefront of healthcare.

Our strength lies in connecting clinical excellence with human compassion across the Kingdom. Throughout Saudi Arabia's key cities, we're not just treating patients, we're building a healthcare network that understands the unique needs of Saudi families and communities.

Our Values

Our core values guide every decision we make and every patient we serve. They reflect the heart of who we are at Care Medical and define how we deliver trusted, high-quality care across the Kingdom of Saudi Arabia.



Care

We deliver patient-centered care that combines clinical excellence with genuine compassion. Our commitment extends beyond medical treatment to encompass holistic support for patients and families, ensuring tailored care that honors their dignity and cultural values.



Excellence

We pursue clinical excellence through innovation, advanced medical technologies, and continuous quality improvement. Our commitment to superior outcomes drives us to exceed industry benchmarks while maintaining the highest standards of medical practice and professional competency.



Teamwork

We operate as one multidisciplinary team, united by a shared purpose to improve health outcomes and enhance lives. Collaboration across functions, specialties, and roles is essential to the integrated care model we uphold. We actively cultivate a culture where every team member's voice is heard, respected, and empowered to contribute to our collective success.



Integrity

We uphold the highest ethical standards in all clinical decisions, research activities, and professional relationships. Our commitment to medical ethics, patient confidentiality, and professional conduct ensures that trust remains the foundation of our therapeutic relationships and organizational reputation.



Responsibility

We embrace professional accountability at every level of healthcare delivery. Each clinician and staff member maintains responsibility for patient outcomes, clinical decisions, and quality indicators, fostering a culture of professional excellence and continuous improvement in medical practice.



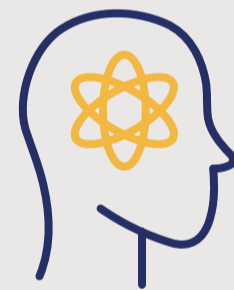
Safety

We maintain uncompromising standards for patient safety through systematic risk management, clinical governance, and quality assurance protocols. Our commitment to zero-harm principles drives continuous monitoring, incident prevention, and the implementation of best-practice safety measures across all clinical environments.



Respect

We honor the dignity of every individual through culturally competent care and professional courtesy. Our approach acknowledges diverse backgrounds, religious beliefs, and personal preferences, ensuring that all patients and colleagues experience dignity and consideration in every interaction.



Innovation

We drive medical advancement through the adoption of cutting-edge technologies, clinical research, and innovative treatment modalities. Our commitment to innovation encompasses digital health solutions, advanced training and emerging therapeutic approaches that enhance clinical outcomes and patient experience.



Fairness

Equity is central to our promise of delivering healthcare without bias. We uphold fairness in clinical access, employment practices, resource allocation, and patient treatment. Our policies are designed to eliminate disparities and create equal opportunities for care, growth, and inclusion.



Transparency

Transparency is not a formality, it is a principle that defines how we engage with patients, employees, and partners. We maintain open communication through clear clinical documentation, comprehensive patient education, and transparent reporting of outcomes and quality metrics. Our commitment to transparency ensures informed consent, shared decision-making, and accountability in all aspects of healthcare delivery and organizational governance.



Our Strategy

Care Medical's strategy is built on the conviction that effective healthcare leadership demands both agility and foresight. In an increasingly complex operating environment, defined by shifting demographics, technological disruption, and evolving patient expectations, the Group recognizes the need to act decisively while planning for long-term value creation. Anchored in the broader framework of Saudi Arabia's Vision 2030, Care Medical's strategic direction integrates immediate responsiveness with future-oriented transformation.

Our strategic focus centers on four key priorities

Creating Value Through Integration

We aim to create value through greater integration across our business units. By connecting clinical services, support functions, and operational platforms more effectively, we're able to deliver efficient, consistent and responsive care to the people who rely on us.

Expanding Services in Riyadh

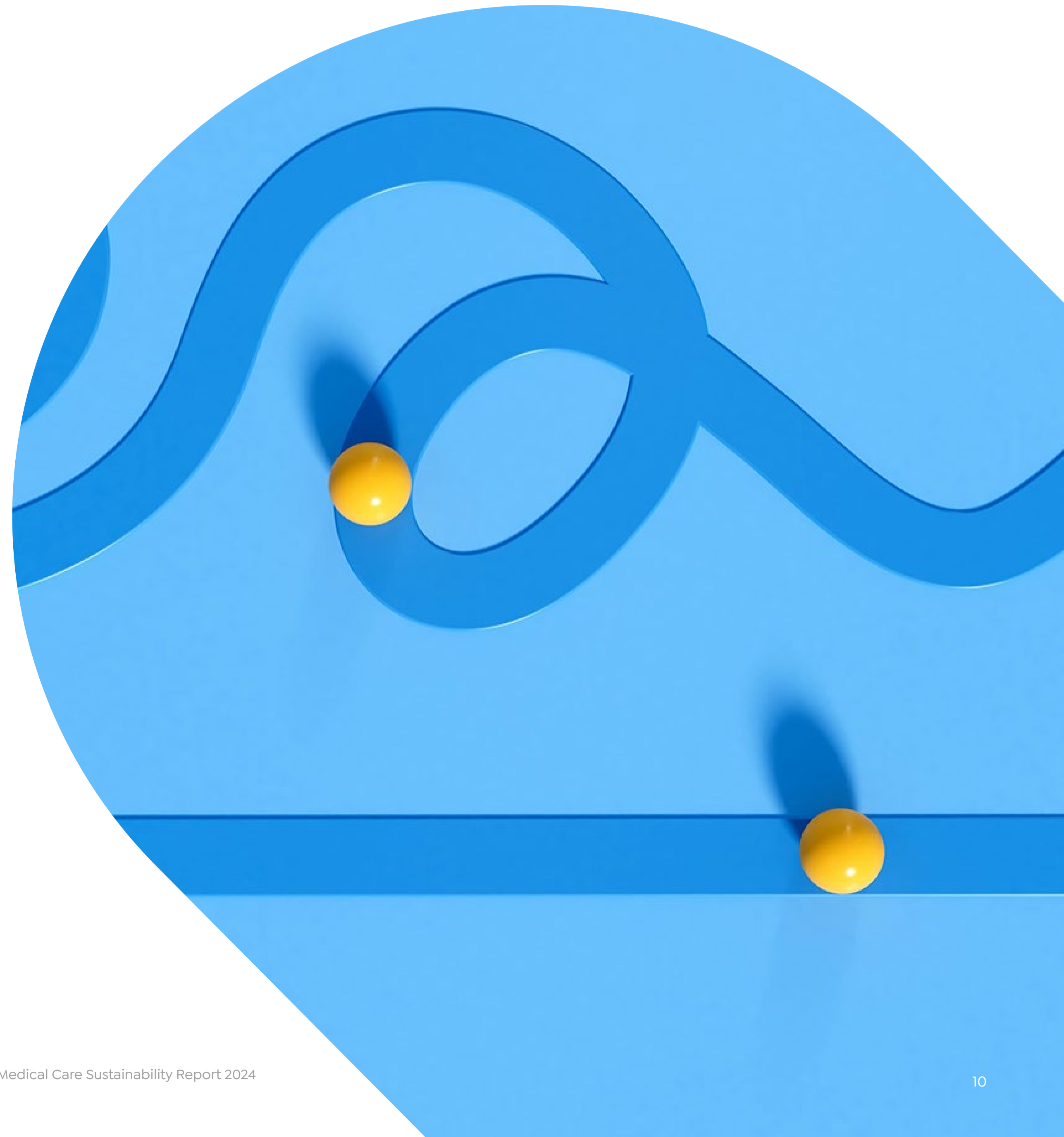
As the capital city grows, so too does the need for comprehensive, accessible care. We are investing in expanded facilities, clinical capabilities, and technology to meet this demand head-on and strengthen our role in the heart of the Kingdom.

Delivering Exceptional Service to Patients and Partners

Excellence remains our standard for every patient. We are continuously raising the bar to ensure that service quality, medical outcomes, and professional collaboration are not only maintained, but meaningfully elevated across our network.

Reaching New Populations and Geographies

We are extending our reach to new population segments and geographies. This includes targeted outreach to underserved communities and strategic expansion into high-growth regions across the Kingdom.

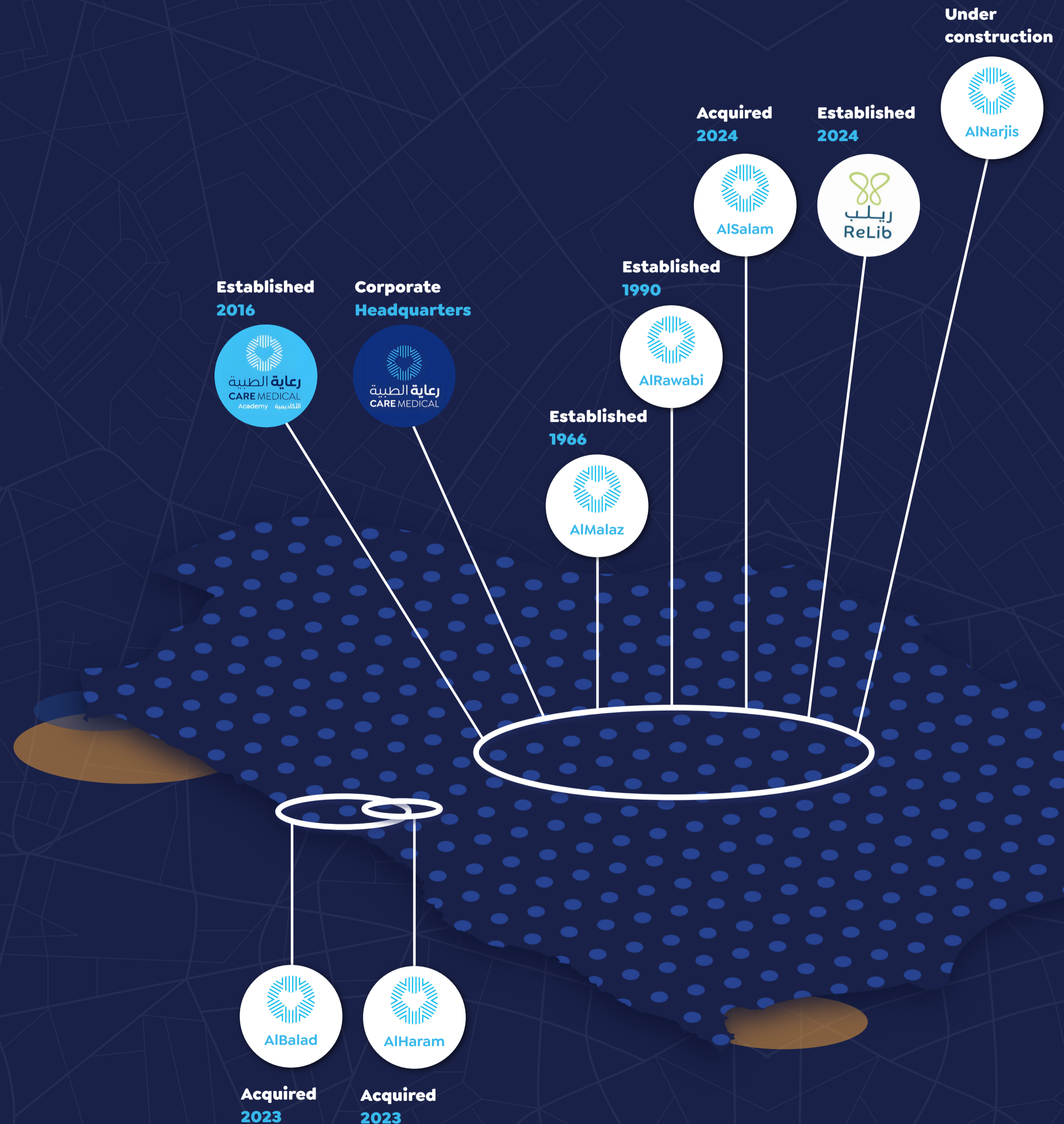


Our Expanding Network

As Care Medical continues to scale its operations, the expansion and diversification of our healthcare network remains a central pillar of our strategic agenda. We are focused on strengthening our footprint across high-demand geographies while delivering services that are tailored, inclusive, and clinically advanced.

Our network currently includes three full-service hospitals in Riyadh—AlRawabi, AlMalaz, and the newly acquired AlSalam – each contributing to the capital’s growing need for integrated, high-quality care. In the western region, AlBalad in Jeddah provides long-term nursing, hospice, and palliative care, while AlHaram in Makkah serves as a critical emergency facility for residents and pilgrims.

In 2024, we expanded our capabilities with the launch of ReLib, our behavioral health and rehabilitation platform in Riyadh. ReLib offers holistic therapies and discreet, patient-centered care in a calm, therapeutic setting—addressing a critical gap in the mental health landscape. With the upcoming launch of AlNarjis Hospital, we are increasing capacity to serve a broader range of patients while deepening our specialty care capabilities.





Our Journey

For decades, Care Medical has played a defining role in shaping the healthcare landscape of Saudi Arabia. Our journey began in 1966 with the opening of our first hospital in AlMalaz, Riyadh. Since then the organization has steadily expanded its presence and capabilities and grown into a nationally recognized network committed to delivering accessible, high-quality, and patient-centered care.

The addition of AlRawabi Hospital in 1990 marked a significant step in broadening service coverage within the capital. In 2003, the formation of the National Medical Care Company brought together public and private sector stakeholders, creating a stronger

foundation for growth. This was followed by the Company’s public listing on the Saudi Exchange (Tadawul) in 2013 which further solidified our operational maturity and opened new avenues for growth.

In 2016, we established Care Academy, a dedicated platform for developing medical professionals, reinforcing the organization’s focus on continuous learning and clinical excellence.

Recent years have seen Care Medical strengthen its footprint across high-demand regions. In 2023, we acquired the Chronic Care Specialized Hospital in Jeddah, now Care Medical AlBalad,

and launched AlHaram Hospital in Makkah to meet the critical emergency care needs of the region. In 2024, we expanded our capabilities in mental health through the launch of ReLib, a dedicated behavioral rehabilitation platform, and enhanced our capacity in Riyadh with the acquisition of AlSalam Hospital.

The construction of the 400-bed AlNarjis Hospital in Riyadh—scheduled for completion in 2027—marks the next phase of growth for us. We will be focusing on enhancing our infrastructure and expanding in new geographies.



Opening of the first private hospital, now known as Care Medical AlMalaz.

1966



GOSI Hospital opened, now known as Care Medical AlRawabi.

1990



Establishment of National Medical Care Company, a partnership between the public sector and a group of private shareholders.

2003



National Medical Care Company’s public listing on the Saudi Exchange (Tadawul).

2013



Care Academy established, providing training and education for medical professionals within and outside Care Medical.

2016

Opening of Care Medica AlHaram, providing emergency medical services to the residents and visitors of Makkah.

2023

Acquisition of the Chronic Care Specialized Hospital in Jeddah, now known as Care Medical AlBalad Opening of Care Medical

Acquisition of AlSalam Hospital in Riyadh now known as Care Medical AlSalam.

ReLib (mental health and addiction rehabilitation) launched in Riyadh.

2024



2024 Highlights

Financial Highlights

In 2024, Care Medical recorded another year of strong financial and operational performance. Revenues reached **ﷲ 1.29 billion**, reflecting a 19.6% year-on-year increase, supported by consistent improvements in service delivery, patient volumes, and clinical capacity.

This growth was mirrored in all key financial metrics. Total assets increased by 13%, reaching **ﷲ 2.5 billion**, indicating a solid investment base and enhanced infrastructure to

support long-term expansion. Earnings before interest, taxes, and amortization (EBITA) rose by 25.1%. In parallel, equity grew by 12.1%, closing at **ﷲ 1.63 billion**, a signal of healthy capitalization and shareholder value creation.

Net profit for the year stood at **ﷲ 298.2 million**, marking a 23.8% increase over the previous year. 2024 result reflects increased service utilization and improved clinical and patient satisfaction outcomes.

Key Performance Highlights

Operational Efficiency

1.39 Hrs

Average emergency department stay

55%+

Reduction in outpatient pharmacy waiting times

95%

Medication availability in outpatient clinics (up from 93%)

87%

Branded medication availability (up from 82%)

Infrastructure & Investment

ﷲ 141.7 Million

Land acquisition in Jeddah

ﷲ 44 Million

Acquisition of AlSalam Health Medical Hospital

Patient Experience

94%

Reduction in outpatient pharmacy waiting times

82%

Patient satisfaction at AlRawabi and AlMalaz Hospitals

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Clinical Volume & Access

14%

Increase in inpatient admissions

12%

Rise in surgical procedures

14%

Growth in clinic and emergency visits

1,128

Licensed beds (total capacity)

68%

System-wide bed occupancy rate

72%

Increase in total bed capacity

Compliance

100%

Compliance with antibiotic prescribing guidelines

91%

EMR compliance rate

National Medical Care Sustainability Report 2024

Revenues **ﷲ**

2020	808,953,117
2021	845,380,520
2022	917,934,901
2023	1,081,783,416
2024	1,293,685,328

19.6%

Total Assets **ﷲ**

2020	1,432,626,314
2021	1,559,420,770
2022	1,712,720,491
2023	2,214,364,614
2024	2,502,178,673

13%

Earning before Interest, Taxes and Amortization (EBITA) **ﷲ**

2020	179,499,207
2021	214,349,178
2022	242,946,766
2023	301,653,558
2024	377,377,599

25.1%

Equity **ﷲ**

2020	1,036,948,931
2021	1,124,274,578
2022	1,263,588,619
2023	1,543,436,058
2024	1,629,505,100

12.1%



ESG Highlights

Workforce in Numbers

3,325

Total workforce

1,546

Full-time female employees, representing **58.4%** of the total workforce

30

Employees from People of Determination (approx. **1.12%** of total workforce)

71

Saudi women integrated into healthcare roles through the Tamheer program

58%

Female participation rate in 2024 Tamheer hires

48.08%

Saudization rate, up from **34.82%** in 2023

Care Academy

34.5%

Increase in internship participation from 2023 to 2024

64.7%

Growth in residency program enrollment

19%

Decline in medical student training volume

Environmental Performance

13.42%

Reduction in electricity costs compared to 2023

10.33%

Reduction in water supply costs compared to 2023

Community Engagement

200+

Employees engaged in volunteering initiatives

624

Total volunteer hours contributed

Patient & Employee Experience

94%

Overall patient satisfaction rate

95%

Satisfaction rate among participants in the Care Executive Health Program

Learning & Development

1,089

Employees trained across various programs

9,882

Total training hours completed



Care Medical Policy Framework

To ensure transparency, ethical integrity, and regulatory compliance, Care Medical maintains a comprehensive suite of internal policies. These policies span governance, social responsibility, patient care, and environmental stewardship, forming the foundation of our corporate practices and day-to-day operations.

Respect for human rights is deeply embedded in all aspects of our work. Whether in our treatment of employees, the care we provide to patients, or our engagement with the broader community, we uphold human dignity and equality under all circumstances.

Governance & Ethics

- Code of Business Conduct & Ethics
- Whistleblowing and Ethical Reporting Policy
- Anti-Bribery and Corruption Policy
- Anti-Money Laundering and Counter Terrorism Financing Policy
- Conflict of Interest Policy
- Competing Business Standards Policy
- Disclosure Policy
- Stakeholders' Rights Policy
- Remuneration & Compensation Policy

Patient Rights & Healthcare Delivery

- Patient and Family Bill of Rights and Responsibilities
- Patient Complaints and Grievances Management Policy
- Confidentiality of Patient Medical Records Policy
- Marketing Policy (Aligned with Ethical Healthcare Communication Standards)

Environmental Stewardship

- Environmental Policy
- Energy Management Policy
- Water Quality Policy
- Waste Management Policy

Human Capital & Inclusion

- Human Resources Policy Manual
- Inclusion and Diversity Policy
- Saudization Policy

Corporate Social Responsibility (CSR)

- Corporate Social Responsibility Policy





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Care Medical Sustainability Strategy

Our Sustainability Journey

Care Medical’s Sustainability Strategy is fully integrated into our business strategy launched in 2022. Guided by our purpose – “Caring with every heartbeat” – we embed sustainability into our mission, providing high-quality, accessible, and responsible healthcare while advancing Saudi Arabia’s national healthcare transformation goals.

Strategy Evolution

Our sustainability approach has evolved systematically since 2022 through targeted ESG integration across all healthcare operations. The 2023 development of our Sustainability Strategic Pillars, published in our 1st Annual Sustainability Report, established the foundational framework that enables our current strategic advancement in our sustainability journey.

This year, we are proud to introduce our refined Sustainability Strategy, built on six integrated dimensions: clinical excellence, economic resilience, measurable social impact, robust ethical governance, environmental stewardship and meaningful stakeholder engagement. Through this framework

we aim to create sustainable value for all our stakeholders while maintaining our clinical standards and operational efficiency. The strategy directly supports Saudi Vision 2030 and the Health Sector Transformation Program’s objectives for building resilient healthcare infrastructure.

The strategy was refined based on a structured reassessment of material ESG risks and opportunities, supported by cross-functional stakeholder engagement and external ESG advisory input. This update included:

- Identify the top ESG risks and opportunities relevant to our business and integrate them into our updated strategy.
- Mapping existing disclosures to the GRI Standards
- Aligning strategic goals with the Saudi Vision 2030 Health Sector Transformation Program
- Identifying high-impact SDGs relevant to Care Medical’s operations and value chain
- Establishing readiness plans for future compliance with sector-specific disclosure frameworks and global ESG benchmarks

Our Strategic Pillars

Each of our strategic pillars is supported by underlying enablers, which serve as the foundation for our approach to sustainability. These enablers have been carefully designed to align with the UN SDGs and the Kingdom’s Vision 2030 goals.





Care Value Creation Model

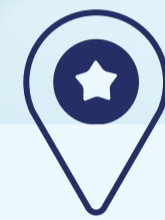
To achieve our strategic goals and ensure long-term value creation, Care has established a value creation model aligned with our sustainability strategy to drive measurable impact across all areas of our operations



Improved Profit Margin



Diversity Revenue Streams



Enhanced Market Positioning



Sustainable Growth in Healthcare Sector



Increased Employee Satisfaction



Being a Partner of Choice



Highly Satisfied Patients



Delivering Better Healthcare Outcomes



Enhanced Environmental Performance



Supporting Saudi Vision 2030's Health Sector Transformation Program



Vision 2030 Objective	Care Medical Contribution	FY2024 Outcomes
Comprehensive Health Coverage	<p>We actively participate in government-supported health insurance programs in collaboration with national authorities. These programs help ensure that medical services are within reach for all citizens and residents, especially those from lower-income communities.</p>	<p>Today, these insurance programs account for a significant portion of our patient base. More importantly, they've helped break down barriers to care, allowing vulnerable populations across the Kingdom to receive the essential medical attention they need.</p>
	<p>Care continues to adopt and integrate advanced technologies, with significant investments in telemedicine. Our goal is to provide our patients with high-quality, timely medical consultations while overcoming geographical and time constraints, ensuring convenient and equitable access to care for all.</p>	<p>Telemedicine services experienced a significant increase in usage during the reporting period. This new technology allowed patients to connect with physicians more easily, regardless of location or schedule. These virtual consultations have played a key role in managing chronic conditions more effectively and enabling quicker responses to urgent health concerns. Patients have reported higher satisfaction levels, appreciating the convenience and reduced waiting times.</p>
Quality and Efficiency of Healthcare	<p>We've adopted internationally recognized healthcare standards, including Joint Commission International (JCI) accreditation and several ISO quality certifications. These standards guide how we operate, helping us stay aligned with the latest global best practices. We regularly review and update our procedures and conduct both internal and external audits to make sure we're always delivering care at the highest level.</p>	<p>By applying JCI standards, we've seen real improvements in patient safety. Hospital-acquired infections have also decreased to 1.5, due to rigorous sterilization procedures, accurate and thorough medical documentation, and close monitoring of medication errors.</p>
	<p>Structured and continuous training programs are in place to help medical professionals sharpen their clinical skills and stay up to date with the latest best practices. These programs focus on strengthening performance, encouraging knowledge sharing, and promoting a culture of continuous improvement in patient care.</p>	<p>As a result, the hospital has seen notable improvements—medical staff performance evaluations have risen, clinical errors have declined, and patients have expressed greater satisfaction with the quality and reliability of the care they receive.</p>
Quality and Efficiency of Healthcare	<p>In line with Vision 2030's goal of promoting preventive healthcare, we organized a series of targeted awareness campaigns and community health programs throughout 2024. These initiatives aimed to empower individuals with the knowledge they need to take charge of their health, encouraging regular check-ups, early detection of chronic illnesses, and the adoption of healthier daily habits.</p>	<p>Throughout the year, we reached a wide segment of the community with campaigns focused on preventing chronic diseases like diabetes and hypertension. We promoted healthy eating, physical activity, quitting smoking, and consistent follow-up care. As a result, more people participated in preventive screenings, and community awareness around managing and preventing chronic diseases noticeably increased, helping reduce their overall prevalence.</p>



Vision 2030 Objective	Care Medical Contribution	FY2024 Outcomes
<p>Privatization and Diversification of Healthcare Services</p>	<p>The hospital actively pursued strategic partnerships with public sector entities to deliver integrated, accessible care to wider segments of the population. Through these collaborations, the hospital launched several community health programs designed to provide free medical check-ups and host educational awareness sessions targeting key health challenges.</p>	<p>These initiatives not only improved access to essential health services but also played a critical role in enhancing community health literacy. Participants reported adopting healthier lifestyle practices, including increased physical activity and improved dietary habits. Over time, these behavioral shifts have contributed to better overall health outcomes and a reduced risk of chronic diseases among participants.</p>
<p>Improving Healthcare Governance and Regulation</p>	<p>Care Medical is dedicated to supporting Vision 2030’s goal of enhancing healthcare governance and regulation by fully complying with the regulations and standards set by key authorities in Saudi Arabia.</p> <p>We carefully follow the guidelines of organizations such as the Ministry of Health, the Saudi Commission for Health Specialties (SCFHS), the Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI), the Saudi Food and Drug Authority (SFDA), the National Health Information Center, and the Public Health Authority (Weqaya). This commitment involves the implementation of vital infection control protocols, patient safety measures, quality assurance practices, medical records management, and ensuring that healthcare professionals are properly licensed.</p>	<p>By adhering to these regulatory standards, we have established thorough infection control procedures, reinforced patient safety, and implemented quality assurance measures. These efforts have been essential in maintaining high levels of care, safeguarding patient well-being, and continuously improving the overall quality of services we provide.</p>
<p>Improving Healthcare Governance and Regulation</p>	<p>Care actively participates in health policy development efforts to support the sustainability and enhancement of healthcare quality in the Kingdom. We engage with key stakeholders, including governmental and healthcare organizations, to collaborate on policies that drive efficiency, improve patient care, and address the evolving needs of the healthcare system.</p>	<p>Through our engagement in health policy development, Care has contributed to the streamlining and improvement of healthcare services in the Kingdom. These initiatives have led to better service delivery, higher patient satisfaction, and sustainable practices that minimize waste and optimize resource use, directly supporting Vision 2030’s goal of improving healthcare efficiency.</p>
<p>Improving Healthcare Governance and Regulation</p>	<p>To maintain the highest level of healthcare service delivery, Care implements comprehensive monitoring and review systems. These include regular internal audits of service quality and patient safety, along with external reviews conducted by the Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI). We also analyze patient complaints and feedback as part of our ongoing commitment to quality improvement. KPIs that we track include compliance rates with safety protocols and patient satisfaction levels, ensuring continuous alignment with both regulatory standards and patient expectations.</p>	<p>As a result of these monitoring efforts, we have consistently achieved high compliance with safety protocols and maintained strong patient satisfaction scores.</p>



Positioning Saudi Arabia as a Health Tourism Destination

Care Medical Hospital has formalized a strategic partnership with the Health Tourism Association through a Memorandum of Understanding, reinforcing our shared commitment to elevating Saudi Arabia's standing in the global healthcare tourism sector. This collaboration establishes a framework for joint initiatives designed to enhance service excellence and promote the Kingdom as a premier destination for international patients seeking high-quality medical care. This alliance lines up with broader national efforts under Vision 2030 to diversify the economy through healthcare sector development. It reflects Care Medical's strategic focus on expanding international patient services while maintaining our commitment to delivering world-class medical outcomes. The collaboration will focus on creating integrated care pathways, streamlining patient coordination, and implementing international best practices across our healthcare tourism offerings.

The Future of Health Tourism Forum

In 2024, Care proudly participated in the Future of Health Tourism Forum as a Gold Sponsor, reaffirming our commitment to advancing the healthcare and medical tourism sectors. This prestigious event brought together industry leaders, policymakers, and healthcare professionals to explore innovative strategies and opportunities for growth in health tourism.





ESG Governance and Oversight

Ensuring oversight of ESG topics is a key enabler of our sustainability strategy. To streamline our sustainability efforts and embed them more effectively into our operations, Care Medical established a Sustainability Committee with a defined structure and clear responsibilities. This committee ensures the seamless integration of sustainability management into the decision-making process within our hospitals.

Sustainability Committee Structure

The Sustainability Committee operates as an executive management body appointed by the Chief Executive Officer (CEO). It is composed of senior leaders responsible for shaping and driving Care's ESG agenda:



Each committee member is required to have knowledge of sustainability principles, their importance, and opportunities for application within their respective areas of business and management.

Committee Responsibilities

The Sustainability Committee is entrusted with a broad set of responsibilities that drive ESG integration, performance monitoring, and stakeholder engagement. These responsibilities are organized into key focus areas to ensure actionable outcomes as follows:

1. Integrating Sustainability into Strategy & Operations

- Supports the integration of sustainability into the strategies of various departments across the company.
- Defines short- and long-term sustainability goals and ensures their inclusion in the company's business plan.
- Identifies and prioritizes key sustainability issues, formulating ESG policies, and developing action plans across all business functions.
- Evaluates the company's response to key sustainability issues annually and supports the identification and implementation of high-impact initiatives.

2. Measuring & Reporting ESG Performance

- Defines Key Performance Indicators to measure sustainability progress and conducting quarterly and annual performance reviews.
- Reports on ESG performance and progress to the Board of Directors.
- Oversees the preparation and publication of Care's Annual Sustainability Report, ensuring compliance with international reporting frameworks.

3. Strengthening Stakeholder Engagement & Trust

- Engages with investors, regulators, employees, and communities to align ESG initiatives with stakeholder expectations.
- Launches internal sustainability awareness campaigns to promote a culture of environmental and social responsibility.

4. Managing ESG Risks & Ensuring Compliance

- Reviews the company's risk assessment and risk management policies, ensuring they address sustainability-related risks.
- Formulates and adopts policies and procedures necessary for the successful implementation of the sustainability framework.
- Ensures compliance with national sustainability regulations and international ESG reporting requirements.

5. Allocating Resources Towards Impactful Sustainability Initiatives

- Sets annual budgets for sustainability initiatives and provides guidance for relevant departmental budgets.
- Tracks the implementation of sustainability initiatives recommended by the committee.

6. Enhancing Committee Governance & Oversight

- Evaluates the committee's performance annually, ensuring compliance with the Sustainability Committee Charter.
- Reviews and updates sustainability regulations and policies as needed.
- Requests documents, reports, and explanations from executives and employees to support the committee's oversight functions.

Committee Operations

The Sustainability Committee meets at least four times per year, with the flexibility to convene additional meetings as needed. The committee serves for a term of three years, subject to renewal by the CEO, who retains the authority to restructure or reappoint committee members based on evolving sustainability priorities.





Listening to Our Stakeholders

Our Approach to Stakeholder Engagement

Our stakeholders play a crucial role in shaping Care's operational success and strengthening our ability to deliver high-quality healthcare services. Each stakeholder group brings valuable perspectives, expectations, and contributions that influence our strategic direction

and day-to-day operations. To ensure that we effectively address their needs and concerns, we have established a Stakeholder Engagement Framework that fosters meaningful dialogue, collaboration, and responsiveness. This framework serves as a structured approach to

understanding and engaging with our diverse stakeholders, allowing us to anticipate challenges, seize opportunities, and continuously improve our services.

Below is an overview of how we engage with our key stakeholder groups, the channels we use, and the outcomes we aim to achieve:

Stakeholder Groups	Communication Channels	Communication Frequency	Communication Purpose
Patients	Patient Satisfaction Surveys, Quality Assurance Audits, Patient Feedback Platforms, Social Media Platforms.	Continuous	Enhancing patient experience, gathering feedback for service improvement, and ensuring the highest standards of patient care through continuous engagement and responsiveness to patient needs.
Employees	HR Management, Training & Development Programs, Employee Surveys, Whistleblowing Mechanisms, Well-being Programs, Town Hall Meetings	Continuous	Fostering a supportive workplace culture, ensuring continuous professional development, and promoting employee well-being in alignment with Care Medical's values of excellence, integrity, and teamwork.
Legislative Bodies & Regulatory Authorities	Internal Audit, Audit Committee, Governance & Compliance Department, External Audit, Legal Affairs, HR Department, Annual Reports	As needed	Ensuring compliance with healthcare regulations, accreditation requirements, and legal standards to maintain operational integrity, patient safety, and adherence to national and international healthcare standards.
Shareholders and Investors	Annual Reports, Financial Reports, General Meetings, Investor Briefings, Tadawul Announcements	Continuous	Providing transparent updates on financial performance, investment strategies, and governance practices
Suppliers & Business Partners	Procurement Department, Supplier Audits	As needed	Strengthening partnerships with all of our suppliers with the aim at maintaining high-quality healthcare service delivery through responsible procurement practices.
Communities	Community Health Programs, Public Health Awareness Campaigns, Outreach Initiatives, Participation in Healthcare Events and Global Health Days.	Continuous	Promoting public health, improving healthcare accessibility, and addressing community health needs through targeted outreach initiatives and collaborative programs.
Medical Students and Academic Institutions	Care Medical Academy, Training Programs, Cooperative Education Programs, Workshops & Conferences, Research Collaborations	Continuous	Providing specialized training, accreditation programs to medical students and professionals.



Identifying What Matters Most

Care Materiality Assessment

In 2024, we conducted a comprehensive materiality assessment to identify the sustainability issues that matter most to our business and stakeholders. The results serve as the foundation of our Sustainability Strategy, ensuring our efforts align with the most pressing ESG priorities to our operations.

Throughout this process, we actively engaged with both internal and external stakeholders, leveraging our established stakeholder engagement approach to gather valuable insights on the importance of the identified sustainability topics. Additionally, we partnered with external third parties and ESG consultants to conduct a thorough market analysis, ensuring our material topics align with industry benchmarks, global best practices, and top reporting standards. Through this collaboration, we also identified ESG gaps and key metrics that we need to develop to better manage our material topics and enhance our

Our Materiality Assessment Approach

Building on this foundation, Care implemented a structured 4-step approach, in collaboration with an independent ESG consultant, to identify and prioritize material issues for the reporting year:



Step 1: Identification of ESG Issues

We began by compiling a comprehensive list of ESG issues based on:

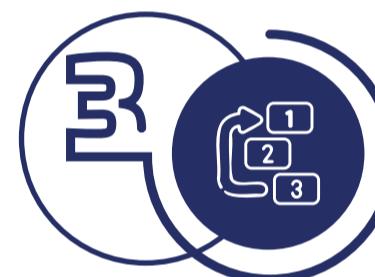
- Key ESG trends and emerging sustainability topics relevant to the healthcare sector.
- Benchmarking against leading industry peers to understand common sustainability challenges and priorities within the healthcare sector.
- Aligning with global frameworks such as the GRI, SASB, Saudi Vision 2030, and Tadawul ESG Themes.
- Incorporating topics considered by leading ESG rating agencies to enhance relevance and comparability with global ESG performance standards.



Step 2: Assessment of Relevance and Impact

Once the ESG issues were identified, each issue was assessed to determine its relevance and potential impact:

- Evaluated how each ESG issue aligns with Care Hospital’s business activities, strategic priorities, and sustainability objectives.
- Assessed the significance of each issue to internal and external stakeholders, including patients, employees, investors, regulators, and the broader community.



Step 3: Prioritization

Using a structured methodology, we prioritized the assessed ESG issues based on:

- Incorporated feedback from key stakeholders to ensure their concerns and expectations were central to decision-making.
- Strategic alignment, ensuring that prioritized ESG issues support Care Hospital’s mission, vision, and long-term goals.



Step 4: Validation and Finalization

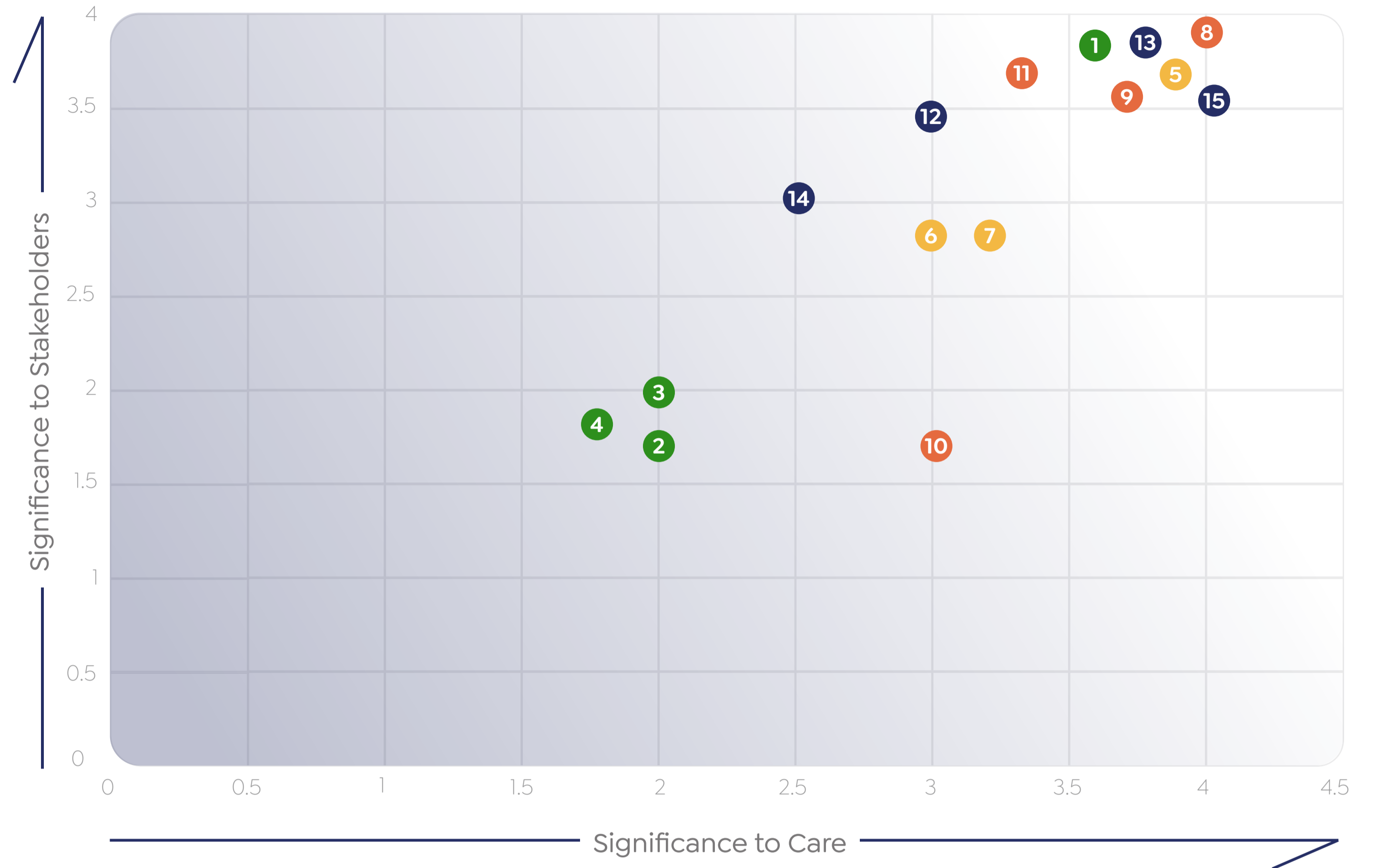
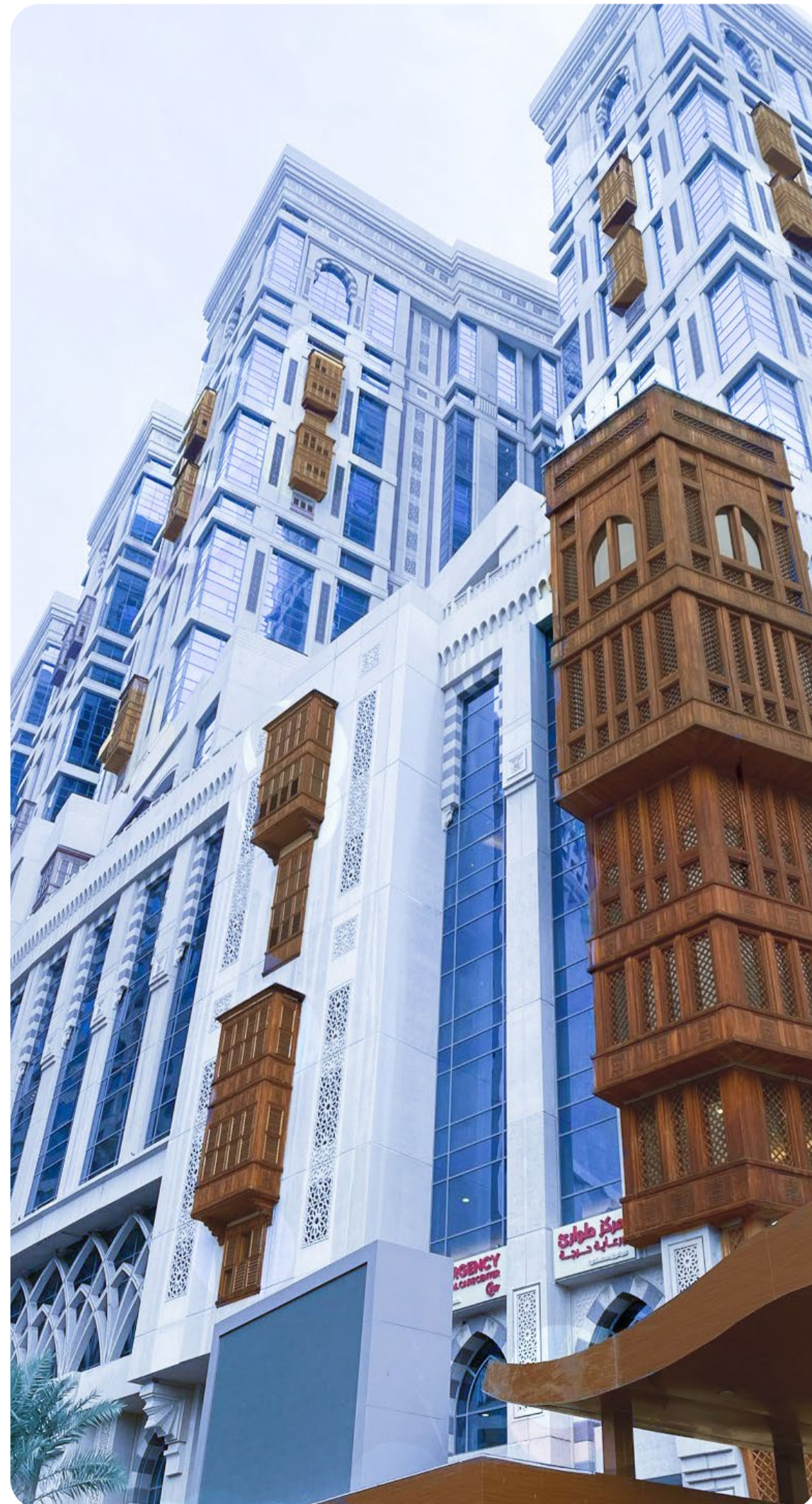
The prioritized list of material issues was reviewed and validated by Care’s sustainability committee to ensure:

- All critical ESG topics were captured and aligned with business objectives and reflect the most critical sustainability challenges and opportunities for Care Hospital.



Materiality Matrix

Below are the material issues identified as most critical to Care’s activities, reflecting the priorities of our stakeholders and the broader healthcare industry, while also aligning with the Saudi national context:



- Planet
- People
- Society
- Responsible Business
- 1 Waste Management
- 5 Employee Health, Safety, & Well-being
- 8 Patient Safety & Quality of Care
- 12 Business Ethics & Anti-Corruption
- 2 Energy Efficiency
- 6 Employee Development & Engagement
- 9 Accessible & Affordable Healthcare Services
- 13 Corporate Governance & ESG Oversight
- 3 Water Management
- 7 Diversity, Equality, & Inclusion
- 10 Community Engagement
- 14 Reporting & Transparency
- 4 Air Emissions & Climate Change
- 11 Innovation & Digital Transformation
- 15 Patient Privacy & Data Security



Leadership & Responsible Governance



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Corporate Governance

Governance Overview

At Care, we consider strong corporate governance a foundational element for delivering sustainable, long-term value. Governance is more than a compliance exercise; it is an enabler of strategic oversight, ethical conduct, and organizational resilience. Our practices align with Saudi Arabia’s Vision 2030, Capital Market Authority (CMA) regulations, and leading global standards.

Our governance framework clearly defines the roles, responsibilities, and accountabilities of the Board of Directors, its committees, executive management, and support functions. This framework is anchored in our Corporate Governance Charter and Company Bylaws, which are reviewed periodically to ensure they remain current and effective.

Through principles of transparency, accountability, and structured oversight, we seek to enhance stakeholder trust, strengthen corporate performance, and ensure long-term business continuity. Our approach safeguards stakeholder rights while fostering a culture of integrity, responsible risk-taking, and continuous improvement.

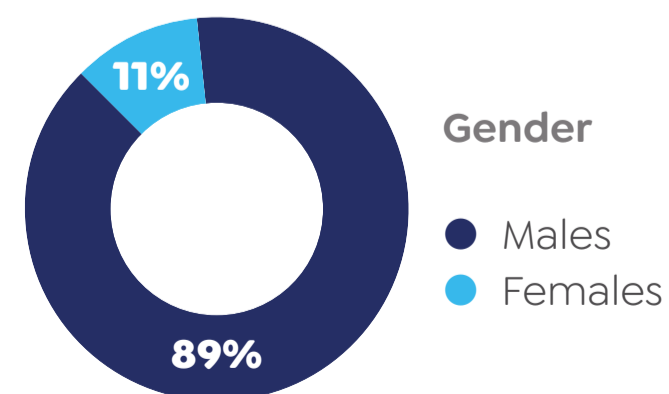
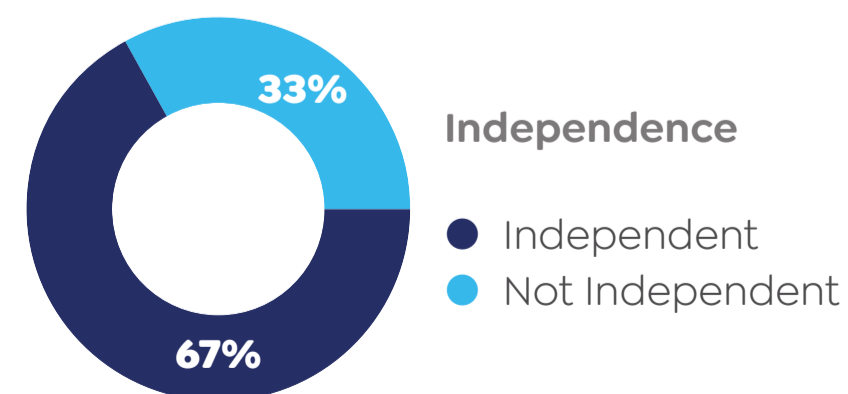
Board of Directors

The Board of Directors is ultimately responsible for the strategic guidance and overall stewardship of the Company. The Board provides direction, supervises executive performance, and ensures that governance policies are effectively implemented. It operates in line with the CMA’s Corporate Governance Regulations and is composed of members with diverse experience in healthcare, finance, strategy, and public policy.

Key responsibilities of the Board include:

- Approving the Company’s strategic plans, budgets, and major business initiatives
- Monitoring performance and evaluating risk exposures
- Ensuring the adequacy of internal controls and compliance frameworks
- Overseeing ESG integration and sustainability reporting
- Protecting the rights and interests of shareholders and other stakeholders

The current Board began its term on September 15, 2022, for a period of three years, expiring on September 14, 2025, as appointed by the Ordinary General Assembly.



Board Composition

The Board of Directors is ultimately responsible for the strategic guidance and overall stewardship of the Company. The Board provides direction, supervises executive performance, and ensures that governance policies are effectively implemented. It operates in line with the CMA’s Corporate Governance Regulations and is composed of members with diverse experience in healthcare, finance, strategy, and public policy.



Saad Abdulmohsen Alfadly

- Chairman of the Board (Non-Executive)
- Member of the Nomination and Remuneration Committee



Michael Davis

- Board Member (Non-Executive)
- Chairman of the Executive Committee



Faraj Saad Al-Gabani

- Board Member (Non-Executive)
- Member of the Audit Committee



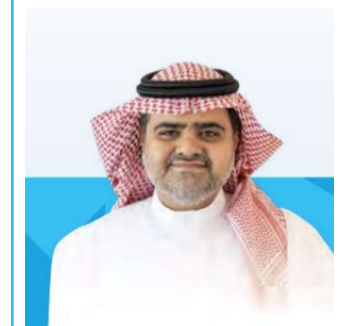
Bader Fahad AlAthel

- Board Member (Non-Executive)
- Member of the Nomination and Remuneration Committee



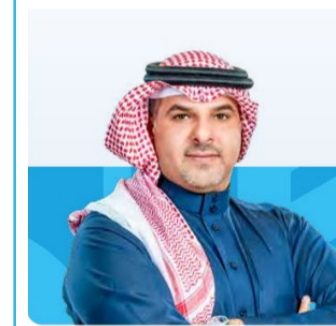
Mai Mohammed Al Hoshan

- Board Member (Independent)
- Member of the Nomination and Remuneration Committee



Sami Suliman Alkhashan

- Board Member (Independent)
- Chairman of the Audit Committee
- Member of the Executive Committee



Bashar Abdulaziz AbalKhail

- Board Member (Independent)
- Member of the Audit Committee
- Chairman of the Nomination and Remuneration Committee



Ahmed Wazaa Alqahtani

- Board Member (Non-Executive)
- Member of the Executive Committee



Dr. Abdulaziz Saleh Alobaid

- Board Member (Executive)
- Member of the Executive Committee

Board Committees

The Board is supported by three standing committees, each with a defined charter:

- **Audit Committee:** Ensures integrity in financial reporting, effectiveness of internal controls, and compliance with regulatory standards. It also oversees both internal and external audit functions.
- **Nomination and Remuneration Committee:** Manages Board and executive nominations, succession planning, performance evaluation, and remuneration policies to ensure alignment with performance and shareholder expectations.
- **Executive Committee:** Facilitates responsive decision-making between Board meetings and oversees execution of Board-approved strategies.

Further details on the Board composition and committee responsibilities are available in the [Annual Report 2024](#).

Executive Management

The Executive Management team, led by the Chief Executive Officer, is responsible for executing the Company's strategy and managing day-to-day operations. The team includes senior leaders from finance, operations, human resources, and compliance, and works closely with the Board to ensure strategic alignment.

Key responsibilities include:

- Translating strategy into operational plans
- Managing financial and human resources
- Ensuring regulatory and legal compliance
- Promoting ethical and accountable conduct
- Managing ESG risks and identifying opportunities



Dr. Abdulaziz Saleh Alobaid
Chief Executive Officer



Dr. Bader Sager Alotaibi
Chief Medical Officer



Mr. Jahanzeb Ahmed Khan
Chief Financial Officer



Eng. Ibrahim Abdullah Al-Ammar
Chief Information Technology Officer



Mr. Naseer Ali
Chief Strategy Officer



Mr. Mohammed Abdulrahman Algesayer
Chief Human Resources Officer



Eng. Ibrahim Saleh Alkhelaifi
Chief Operating Officer



Mr. Adel Attallah Aljabarti
Director of Governance, Risk Management and Compliance



Separation of Positions

To maintain governance integrity, Care separates the roles of Chairman and Chief Executive Officer. In line with our bylaws and CMA regulations, the Chairman may not hold any executive position. This separation strengthens independence, minimizes conflicts of interest, and supports effective oversight.

Board Evaluation

We view Board performance evaluation as a critical pillar of strong corporate governance and sustainable value creation. To ensure the Board's continued effectiveness and strategic alignment, a structured and transparent annual evaluation process is implemented, in accordance with regulatory guidance and internal policy.

This process is led by the Nominations Committee, which proposes and oversees the implementation of a comprehensive evaluation framework. The evaluation covers the Board as a whole, its committees, individual members, and executive management.

Evaluation Scope and Methodology

- **Performance Indicators:** Assessments are based on clearly defined criteria, including the achievement of strategic objectives, the quality of risk management oversight, the adequacy of internal control systems, and the overall contribution to long-term stakeholder value.
- **Skills and Composition Review:** The evaluation includes a review of the Board's collective skills, diversity, and experience, identifying strengths and development areas. Gaps are addressed through targeted board development or nomination of new members with relevant expertise.
- **Individual Member Assessment:** Each Board member is evaluated on their level of engagement, preparedness, attendance, and effective participation in meetings and decision-making processes.
- **Chairman Evaluation:** Non-executive Board members conduct a periodic evaluation of the Chairman's performance—without the Chairman present—ensuring independent feedback and candid discussion. Inputs from executive members are incorporated confidentially.

Third-Party External Review

To ensure objectivity and adherence to best practices, the Board arranges for an independent third-party assessment of its performance every three years. This external perspective strengthens governance maturity and informs long-term board development strategy.



Continuous Improvement and Corrective Action

Findings from the evaluation are formally documented and discussed. Action plans are developed to address any identified weaknesses and enhance governance practices. In the most recent review cycle, corrective actions were undertaken to strengthen Board oversight, improve transparency, and optimize committee effectiveness.

Remuneration and Compensation

Remuneration at Care is structured to attract and retain high-caliber talent, incentivize performance, and align with long-term value creation. The policy is approved by the General Assembly and applies to Board members, committee members, and Executive Management.

Compensation is determined based on role, responsibility, contribution, and regulatory limits. Full details, including compensation tables and adherence to the approved policy, are disclosed in the [Annual Report 2024](#).

Communication of Critical Concerns

We have a formal and confidential process for escalating critical concerns to the Board of Directors. Concerns may be raised by employees or external stakeholders through multiple secure channels, including email correspondence or direct meetings with senior management. Confidential reporting tools, including whistleblowing mechanisms, are available to protect the identity of the reporter and safeguard them from any form of retaliation.

Once received, reported concerns are reviewed by specialized governance bodies, such as the Audit Committee which assess the materiality of the concern, its potential impact, and the appropriate course of action.

If a matter is deemed critical, such as those involving strategic decisions, regulatory breaches, or financial risks—it is formally escalated to the Board of Directors. Executive Management or the relevant committee submits a detailed report, and the Board may convene a special session to review and respond to the matter with urgency.

The Board deliberates on the issue, requests clarifications as needed, and determines the appropriate response, which may include policy amendments, corrective actions, or regulatory disclosures. Once decisions are made, the implementation of corrective measures is closely monitored, and follow-up evaluations are conducted to ensure that the issue has been effectively and sustainably resolved.

This mechanism reinforces our commitment to ethical leadership and responsive governance.



Leading with Integrity

At Care, integrity is not only a core value but a key enabler of sustainable healthcare and stakeholder trust. Our governance framework embeds accountability, ethical conduct, and transparency across all levels of the organization. Ethical commitments are translated into formal policies, monitored through defined oversight structures, and regularly reviewed by the Board of Directors to ensure alignment with national regulations and global sustainability standards.

Code of Business Conduct and Ethics

Our [Code of Business Conduct and Ethics](#), approved and periodically reviewed by the Board, establishes the ethical and professional standards expected of all employees, executives, and board members. It is designed to ensure that all business is conducted with integrity and in compliance with the laws of the Kingdom of Saudi Arabia.

Core principles include:

- **Fiduciary Duty** – Board members and executives must act in the best interests of the Company, exercising diligence, care, and loyalty.
- **Compliance and Fair Conduct** – All employees are expected to avoid conflicts of interest, safeguard confidential information, and uphold all regulatory and legal requirements.
- **Zero Tolerance for Misconduct** – Bribery, harassment, falsification of records, and misuse of authority are prohibited and subject to disciplinary action.
- **Responsible Use of Assets** – Employees must use company assets responsibly and protect all physical and digital resources from misuse.

100% of employees received business ethics-related training

Anti-Corruption and Financial Integrity

Care has adopted a comprehensive [Anti-Bribery and Corruption Policy](#) and an [Anti-Money Laundering and Counter-Terrorist Financing Policy](#) to ensure the highest levels of financial integrity and regulatory compliance.

Anti-Bribery and Corruption Policy Highlights:

- Zero tolerance for bribery in any form.
- Pre-approval and disclosure for gifts, sponsorships, and charitable donations exceeding ₪ 100.
- Strict oversight of political and charitable contributions, which must be non-cash, pre-approved, recorded in official bank records, and publicly disclosed via the Company's website or Annual Report.
- Due diligence procedures for third parties and suppliers.
- Mandatory training programs for employees in high-risk roles.

Anti-Money Laundering and Terrorist Financing Controls:

- Risk-based screening procedures and internal controls.
- Monitoring systems to detect suspicious transactions or illicit activity.
- Staff training on AML/CTF awareness and reporting protocols.

Corruption Risk Management

During the reporting period, Care conducted comprehensive, organization-wide corruption risk assessments using due diligence checks and whistleblower inputs. These assessments are aligned with our Anti-Corruption Policy, which is subject to Board oversight and periodic review.

We enforce a compliance culture through:

- **Policy Integration:** Our Anti-Corruption Policy is supported by a suite of governance documents, including the Code of Business Conduct, Whistleblowing Policy, and Conflict of Interest Policy—all accessible to stakeholders online.

- **Awareness & Training:** All employees receive ethics training, including anti-corruption measures, as part of the onboarding process. We also conduct regular awareness campaigns and training sessions to reinforce our commitment to integrity and ethical conduct.
- **Monitoring & Reporting:** We maintain anonymous and confidential whistleblower channels. Reports are reviewed by the GRC team and escalated to the Board when warranted.
- **Legal Standing:** In 2024, there were no reported corruption incidents, legal actions, fines, or employee disciplinary measures related to unethical conduct.
- **Risk Assessments:** Quarterly assessments are conducted to identify potential vulnerabilities. While digital risk mapping is not yet in use, our manual processes are proactive and preventive.

100% of employees received corruption-related training

Zero Corruption incidents were reported in 2024

Zero employees were dismissed or disciplined due to corruption-related violations in 2024

Responsible Governance and Transparency

Care maintains a robust suite of governance policies to promote ethical decision-making and safeguard impartiality across leadership.

- **Disclosure Policy** – Ensures timely and transparent reporting of financial and non-financial developments in line with Capital Market Authority requirements.
- **Conflict of Interest Policy** – Mandates full disclosure by Board members, executives, and related parties. All transactions involving conflicts undergo Audit Committee review and, when material, require General Assembly approval.
- **Competing Business Standards** – Board members must disclose external affiliations annually. Engagement in any competing activity requires pre-authorization from the General Assembly.

These governance safeguards are critical to maintaining trust among shareholders, regulators, and the communities we serve.

Fair Competition and Anti-Competitive Conduct

At National Medical Care Company, we are committed to upholding the principles of fair competition and maintaining ethical business practices across all areas of operation. Our approach emphasizes integrity, transparency, and compliance with applicable competition laws and regulatory frameworks.

We actively work to prevent anti-competitive behavior in high-risk areas such as pricing strategies, market allocation, and mergers and acquisitions. Although we do not currently employ automated monitoring tools, we mitigate risks through robust internal controls, compliance policies, and oversight procedures that guide our business conduct.

Awareness and accountability are further reinforced through targeted compliance training and regular internal reviews. These initiatives help ensure that employees understand the legal and ethical standards governing competitive behavior and recognize their role in promoting a fair, transparent, and responsible market environment.

This commitment to competition law compliance reflects our broader governance framework and contributes to long-term value creation, regulatory trust, and sustainable market presence.

Confidentiality of Patient Medical Records

We recognize the importance of patient privacy as a cornerstone of ethical healthcare and sustainable operations. Our Confidentiality of Medical Records Policy ensures that patient data is handled with strict adherence to applicable laws and international data protection standards.

Safeguards include:

- Use of unique identifiers in lieu of names to protect patient identity.
- Controlled access limited to authorized personnel involved in direct care or approved quality audits.
- Annual signing and renewal of confidentiality agreements for all relevant staff.
- Disciplinary measures, including termination, for unauthorized access or disclosure of patient information.

Oversight is conducted by the Head of Health Information Management in collaboration with department leaders. The policy is reviewed regularly to address evolving risks and regulatory expectations.

Whistleblowing and Ethical Reporting Policy

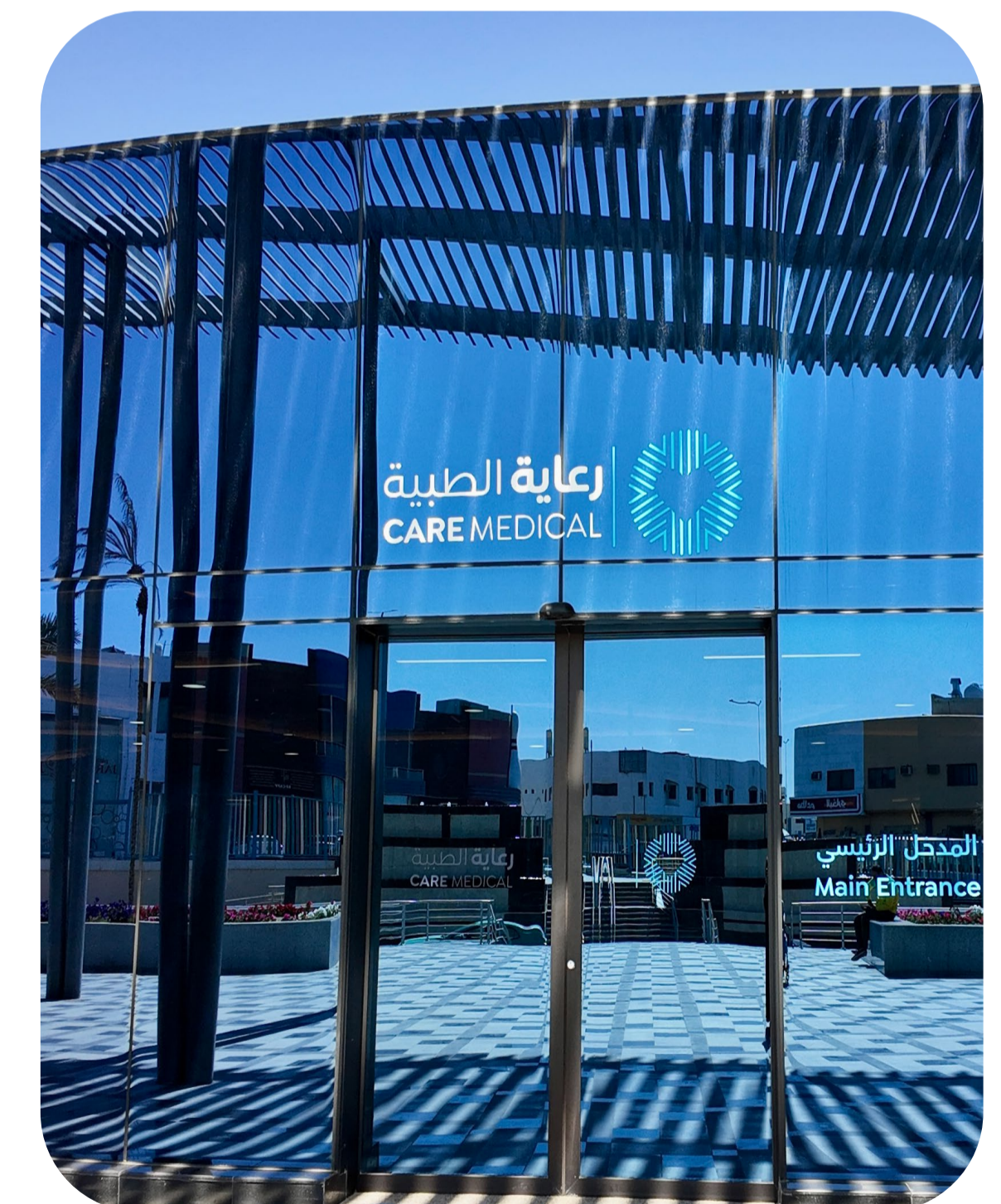
Our [Whistleblowing](#) Policy, approved by the Board of Directors, underscores the Company's commitment to promoting integrity, accountability, and early reporting of unethical behavior or violations in a secure and confidential manner. The policy applies to all employees and stakeholders, ensuring protection from retaliation and reinforcing a culture of transparency and responsible governance.

Key Elements of the Policy:

- **Scope and Definitions:** Covers a broad range of violations including fraud, abuse of power, environmental violations, and misuse of assets.
- **Multiple Reporting Channels:** Includes an official whistleblowing email (integrity@care.med.sa), a secure online portal managed by the Director of Compliance, and an anonymous whistleblower hotline.
- **Confidentiality and Non-Retaliation:** Ensures the whistleblower's identity is protected at all stages, and safeguards against retaliation, disciplinary action, or discrimination for good-faith reporting.

- **Governance and Oversight:**
 - Report classification and investigation are managed by the GRC Department.
 - Escalation to the Audit Committee is made when necessary.
 - Periodic reporting on cases and outcomes ensures accountability.
- **Ethical Support Framework:**
 - Ethics Committee: Reviews reported concerns and offers ethical guidance.
 - Compliance Officers: Serve as internal advisors and manage issue resolution.
 - Legal Support: Offers regulatory guidance to employees.

This integrated framework fosters a culture of openness and reinforces our core values of trust, ethics, and responsibility, ensuring all individuals can report concerns confidently and without fear.





Compliance and Accountability

At Care Medical, we uphold a strong culture of compliance and accountability as a foundational pillar of responsible governance. Compliance is not treated as a standalone function, it is embedded across our operations, risk management systems, and corporate strategy to ensure stakeholder trust, regulatory integrity, and sustainable performance.

To institutionalize this commitment, the **Governance, Risk, and Compliance (GRC) Department** oversees the design and implementation of a robust Compliance Framework, aligned with global standards such as ISO 19600. This framework is supported by a risk-based approach and reinforced through the three lines of defense model, ensuring that compliance risks are identified, owned, and addressed across all functions.

Core Principles Guiding Our Compliance Culture

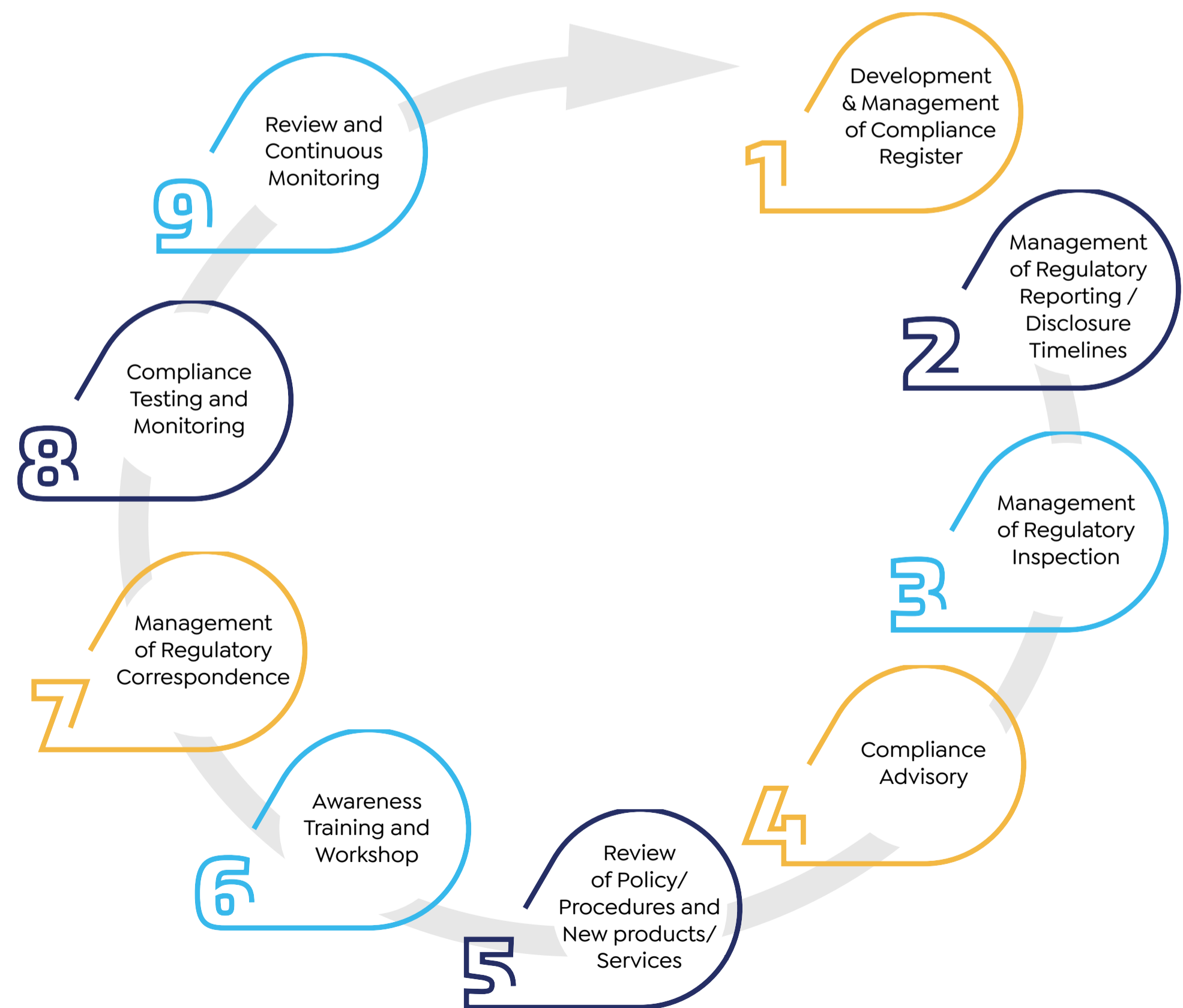
- **Compliance as Strategic DNA:** Integrated across all business units—not as an afterthought but as a shared organizational value.
- **Ownership and Accountability:** Risks are proactively assessed and assigned across departments, with clear compliance ownership at each level.
- **Leadership Commitment:** Senior executives model integrity and ethical conduct, setting a clear tone at the top.
- **Speak-Up Culture:** Employees are encouraged and protected when reporting suspected violations or concerns.
- **Prompt Remediation:** Non-compliance issues are resolved quickly and fairly, with preventive measures built into future operations

Key Components of the Compliance Framework

Our framework includes nine interrelated components that define how compliance is governed, monitored, and continuously improved:

- 1. Development and Management of Compliance Register:** Maintains a real-time register of all applicable regulatory obligations across departments, ensuring timely updates and action planning in response to regulatory changes.
- 2. Self-Assessment and Compliance Monitoring Programs:** Department Heads submit periodic confirmations of compliance, supported by a structured annual monitoring plan approved by the Audit Committee.
- 3. Compliance KPIs and Performance Evaluation:** Departmental performance is evaluated using defined compliance KPIs, with a key metric being the early detection and mitigation of compliance risks.
- 3. Management of Regulatory Communication / Correspondence:** A centralized protocol ensures timely and accurate handling of all regulatory communications, with designated SPOCs for each regulator and an electronic correspondence log.
- 4. Compliance Advisory Services:** Formal guidance is issued upon written request by departments, referencing applicable laws and regulations and reviewed by legal or regulatory experts as needed.
- 6. Awareness Training and Workshop:**
- 7. Management of Regulatory Correspondence:**
- 8. Compliance Testing and Monitoring:**
- 9. Review and Continuous Monitoring:**

- 6. Compliance Awareness Training and Workshops:** The GRC Department, in collaboration with HR, develops and delivers an annual training calendar to embed compliance understanding across all employee levels.
- 7. Management of Regulatory Inspections/Audits:** Coordinated efforts ensure readiness and proper response to inspections, including documentation review, regulator engagement, and action plan implementation.
- 8. Compliance Testing and Monitoring:** Regular testing is conducted to validate the accuracy of departmental compliance confirmations via sampling, interviews, and documentation reviews.
- 9. Review and Continuous Monitoring of Compliance Framework:** The Compliance Framework itself is periodically reviewed and updated through a formal process involving the GRC Department, Executive Committee, and Board approval.





Compliance Oversight and Enforcement

Throughout 2024, Care Medical maintained rigorous oversight of its regulatory obligations and responded decisively to any potential compliance breaches. A key event involved a 250,000 fine imposed by the Directorate General of Health Affairs for a violation of the Health Institutions Law. While some penalties were resolved through successful legal appeals, others prompted immediate remediation, including internal reviews, procedural updates, and the introduction of preventive measures.

We view such incidents as opportunities to enhance our controls, strengthen transparency, and reaffirm our culture of integrity. All compliance action plans are formally documented, tracked, and periodically reviewed by the GRC Department and the Audit Committee.

Continuous Improvement

Compliance at Care Medical is an ongoing journey, not a one-time exercise. Our Compliance Framework is regularly reviewed and refined based on new regulatory developments, operational learnings, and stakeholder expectations. Proposed revisions are evaluated by the GRC Department, endorsed by the Executive Committee, and subject to Board approval before implementation.



Our Risk Management Approach

At Care, effective risk management is a cornerstone of our commitment to sustainable growth, operational resilience, and good corporate governance. [Our Risk Management Policy](#), approved by the Board of Directors, establishes an integrated and proactive approach to identifying, evaluating, mitigating, and monitoring risks that may impact the achievement of our strategic and operational objectives.

We recognize that risk management is not merely a compliance requirement, but a critical enabler of informed decision-making and long-term value creation. In line with global best practices, our approach emphasizes early risk identification, alignment with the Company's risk appetite, and continuous improvement across all business units.

Types of Risk

Risks are inherent in all business operations. At Care, we classify our key risks into four primary categories:

- **Strategic Risks:** Risks that may impact the achievement of the organization's strategic goals and long-term vision.
- **Operational Risks:** Challenges related to the efficiency, reliability, and resilience of day-to-day operations and resource management.
- **Financial Risks:** Exposures associated with liquidity, credit, financial reporting, and market volatility.
- **Compliance Risks:** Risks related to non-compliance with applicable laws, regulatory obligations, and corporate policies.

Our Enterprise Risk Management (ERM) Framework Includes:

Risk Identification

Conducted through annual workshops across departments, led by the Governance, Risk and Compliance function, to capture internal and external events that may affect corporate objectives.

Risk Assessment

Evaluating risks based on likelihood and impact, identifying both inherent and residual risks to inform mitigation priorities.

Control Activities

Establishing robust controls and standard procedures to ensure the effective implementation of mitigation plans.

Risk Response

Defining appropriate response strategies—acceptance, mitigation, transfer, or avoidance—tailored to our operational context and risk tolerance.

Ongoing Monitoring

Continuous oversight by the Board of Directors, the Audit Committee, and executive management, supported by periodic reviews and audits to ensure policy relevance and effectiveness.

The Audit Committee plays a central role in overseeing the implementation and performance of our risk management systems. It reviews the adequacy of controls, evaluates exposure levels, and advises the Board on necessary actions. Risk appetite and tolerance levels are reviewed regularly, ensuring that they remain aligned with the Company's evolving strategic priorities and external operating environment.

By embedding risk management into our daily operations, we are better equipped to navigate uncertainty, seize new opportunities, and protect stakeholder value—further reinforcing our commitment to responsible and sustainable corporate performance.

A detailed overview of the Company's risk management framework is available in the [Annual Report 2024](#).



Patient-Centered Care & Safety

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Our Care Approach – Putting Patients First

Care Medical’s journey is grounded in our commitment to patient-centered care, clinical excellence, and the well-being of our physicians, staff, and the communities we serve. Our goal is to provide the best possible medical care and world-class services that ensure satisfaction, comfort, and timely access for all our patients. With a growing presence across Saudi Arabia, we designed our patient-centric approach to be both flexible and responsive, ensuring we continue to meet evolving patient needs while upholding the highest standards of clinical and operational excellence.



Patient-Centered Care

We prioritize individualized treatment plans, compassionate support, and open communication to ensure every patient feels valued and heard.

Clinical Excellence

We deliver the highest standards of medical care, grounded in evidence-based practices and continuous quality improvement.

Quality, Safety & Trust

We uphold rigorous safety protocols and transparent practices to build unwavering trust with our patients and partners.

Compassion & Care

We extend care beyond treatment, offering empathy and holistic support to patients and their families at every step.

Patient Satisfaction

We measure, listen, and improve relentlessly to exceed patient expectations at every touchpoint of their healthcare journey.

Accessibility

We break down barriers to care through telehealth, expanded facilities, and community outreach, ensuring healthcare reaches everyone who needs it.

Innovation & Technology

We integrate advanced medical technologies, pioneering treatments, and research collaborations to redefine healthcare delivery.



Patient Safety & Quality of Care: A Commitment to Excellence

Our patients are at the heart of everything we do. We actively strive to provide them with safe, high-quality, and ethically grounded care while building long-term trust in our services. Our hospitals hold a range of recognized accreditations that collectively support and reinforce our commitment to patient safety and service excellence. Each accreditation covers a distinct area of healthcare delivery, ensuring that our operations meet both national expectations and international best practices. We also comply with all the regulations set by the Saudi health authorities. Beyond these national requirements, we maintain robust internal governance structures with clearly defined roles, responsibilities, and oversight mechanisms which set us apart within the Saudi healthcare sector.

We regularly conduct internal quality and safety audits across our hospitals and clinics to identify areas for improvement and collaborate with our teams to drive effective solutions that lead to better outcomes for our patients. Our people strive to maintain patient safety, reduce risks and promote a culture of continuous improvement driven by our vision to be at the forefront of the healthcare sector.

Patient Safety

Patient safety is a fundamental priority, supported by comprehensive safety and quality policies that cover all aspects of care. These policies are designed with clear objectives and responsibilities assigned to staff members, ensuring accountability at every level. To facilitate transparency and accessibility, all policies, plans, and guidelines are readily available on the hospital portal for all staff.

Integrated Quality and Safety Management System

We have established a comprehensive and integrated Quality and Safety Management System designed to uphold the highest standards of care and ensure that patient safety is embedded across all levels of hospital operations. This system is underpinned by a comprehensive suite of strategic plans that collectively drive our continuous improvement efforts. The Patient Safety Plan, the Quality Improvement Plan, and the Risk Management Plan—all of which are informed by national regulations and international best practices.

Patient Safety Plan

The Patient Safety Plan reinforces a hospital-wide culture of safety through structured, proactive measures designed to minimize preventable harm and mitigate risks. The plan integrates evidence-based strategies, including rigorous safety audits and risk assessments, to identify and address potential hazards before they impact patient care. A robust incident reporting system ensures timely documentation of near misses, adverse events, and unsafe conditions, while thorough root cause analysis and investigation processes enable targeted corrective actions to prevent recurrence. Aligned with the International Patient Safety Goals (IPSG), the plan upholds global best practices to standardize care processes, enhance outcomes, and ensure compliance through continuous monitoring and evaluation, maintaining adherence to regulatory and accreditation requirements.

Quality Improvement Plan

Our commitment to excellence is reflected in the Quality Improvement Plan, which emphasizes the utilization of data-driven initiatives, process improvement methodologies, and rigorous audits aligned with both national standards established by the Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI) and international benchmarks set by the Joint Commission International (JCI).

Risk Management Plan

The Risk Management Plan systematically identifies, evaluates, and mitigates risks across clinical, operational, financial, and legal domains to protect patients, staff, and organizational integrity. It employs regular risk assessments and incident trend analysis that directly inform policy development enabling proactive mitigation to address vulnerabilities before they escalate. This plan extends beyond clinical hazards to address operational disruptions, regulatory compliance challenges, and legal liabilities. It is supported by structured audits, ongoing compliance monitoring, staff training, and emergency preparedness protocols to strengthen organizational resilience during critical events.

Infection Prevention and Control Plan

The prevention of hospital-acquired infections is a fundamental aspect of our healthcare delivery. To achieve this, we implement a comprehensive Infection Prevention and Control Plan that is integrated into our hospital's operational systems. This plan encompasses essential components such as protocols for hygiene, sterilization procedures, disinfection processes for medical equipment, and infection containment strategies.

The IPC department monitors various key performance indicators including adherence to surgical site infection prevention protocols, compliance rates for central line care bundles, hemodialysis safety bundles, urinary catheter care bundles, ventilator-associated infection prevention bundles, overall hand hygiene compliance across the hospital, and the incidence rate of healthcare-associated infections, to ensure effective infection control throughout our facilities.

In 2024, our infection control efforts have maintained a hospital-acquired infection rate of 1.5, which is consistent and surpassing national benchmarks.





Internal Incident Reporting System

The Internal Incident Reporting System is a vital component of our hospital's safety infrastructure, empowering all staff to promptly report any deviations from established policies and standards through an accessible electronic platform "MYCARE". Staff can easily submit incident reports by accessing this electronic reporting system, choosing to do so anonymously or non-anonymously. Once submitted, the system automatically notifies the Quality Improvement team to initiate processing and generates a unique tracking number for each report. The system also allows for the generation of summary reports of all incident reports at any given time, facilitating ongoing safety assessments. For all serious adverse events, we conduct thorough Root Cause Analyses (RCAs) to identify underlying issues. Based on these insights, targeted corrective action plans are developed, implemented, and their effectiveness monitored to ensure sustained safety improvements. Additionally, we regularly analyze incident data to identify emerging trends and opportunities for enhancement, allowing us to implement targeted improvements swiftly and effectively.

We implemented numerous improvement projects and policy updates driven by incident data. In 2024, we launched initiatives to reduce patient falls and medication dispensing errors. Additionally, we have amended policies, such as the RRT and CPR procedures.

Quality Improvement Program

Our hospital's Quality Improvement Program is fully integrated with the incident reporting system and patient safety initiatives. Their seamless integration ensures that insights gained from incident reports directly inform our quality projects, enabling us to deliver safer, higher-quality patient care through targeted and data-driven initiatives.

Ensuring Accountability and Continuous Improvement in Patient Safety

Care Medical Hospital maintains a robust framework to promote accountability and foster continuous improvement in patient safety through multiple integrated initiatives and channels:



Safety Governance and Oversight

Care Medical prioritizes patient safety and quality of care above all else. We have established healthcare service quality policies and specialized governance committees responsible for overseeing quality, safety, ethics, and clinical effectiveness across our operations. A multi-layered collaborative model bringing together accountability and continuous quality monitoring to support consistent and safe healthcare delivery across all of our services.



Executive Leadership

The Director General chairs the Quality Improvement and Patient Safety Committee, ensuring alignment between quality objectives and the hospital's strategic priorities. This role encompasses high-level oversight, including the endorsement of resource allocation and the authorization of key decisions.

Quality Improvement and Patient Safety Committee

Co-chaired by the Head of the Quality Improvement and Patient Safety department, the committee comprises heads of clinical and administrative units. Its mandate includes:

- Monthly review of incident trends and root-cause analyses
- Approval of corrective action plans and preventive measures
- Monitoring of departmental compliance with quality and safety protocols



Quality Improvement and Patient Safety Department

The Quality and Patient Safety department is responsible for executing all quality and patient safety-related functions. It plays a central role in operationalizing the directives of the committee and advancing the hospital's overall quality and safety agenda.

The department is structured through a defined hierarchy that includes:

- **Quality Specialists**, who implement protocols, conduct audits, and support departmental compliance
- **Quality Coordinators**, who ensure alignment and coordination across hospital units
- **Document Control Officers**, responsible for the standardization and maintenance of all policies and procedures
- **Data Analysts**, who collect, monitor, and interpret quality-related metrics to support data-driven decision-making

Infection Prevention and Control Department

The IPC department is responsible for implementing evidence-based strategies to prevent healthcare-associated infections. It monitors infection trends, ensures policy compliance, and promotes best practices in hygiene and sterilization. It also provides education and training to staff, facilitates risk assessments, and collaborates across all departments to mitigate infection risks.

Leadership Engagement and Proactive Issue Identification

Weekly Leadership Walk Rounds serve as a key proactive mechanism. During these rounds, hospital leaders visit various units to observe practices, engage with staff and patients, and identify potential safety concerns. This hands-on approach allows us to promptly address issues such as supply shortages, deviations from quality standards, and staff concerns. Many of these issues have been successfully resolved through timely interventions, reflecting our commitment to maintaining a safe and supportive environment for both patients and staff.

Feedback and Engagement

To gauge staff perceptions and identify areas for improvement, the hospital conducts an annual Patient Safety Culture Survey. This survey assesses critical aspects such as staff perceptions of safety, reporting behaviors, communication openness, and organizational support for safety initiatives.

The 2023-2024 survey achieved participation levels exceeding targeted thresholds across all departments which enabled the hospital to identify strengths and pinpoint areas needing improvement. Based on these insights, targeted interventions are implemented to address specific issues—such as enhancing reporting systems, improving communication channels, or reinforcing safety protocols. Looking ahead, the hospital is actively preparing for the 2024-2025 survey, aiming to build upon previous successes and further advance safety practices.

Continuous Staff Education and Competency Development

The hospital has established a structured Safety Training Program that includes regular, targeted training sessions covering key topics such as infection prevention, clinical safety protocols, emergency response, and adherence to safety standards. These sessions are scheduled periodically to ensure staff remain updated on best practices and emerging safety concerns.

For new hires, a dedicated Orientation Program is conducted to familiarize them with hospital safety policies, infection control procedures, and organizational safety culture from the outset. This onboarding process ensures that all new staff are equipped with the necessary knowledge and skills to uphold patient safety standards from day one.

To reinforce learning, all staff members are required to complete associated quizzes within the hospital's Learning Management System. This digital platform allows for real-time monitoring of compliance, providing visibility into individual and departmental adherence. Any lapses or non-compliance are addressed immediately through targeted corrective actions, such as refresher training or individual coaching, to ensure sustained competency.





Accreditations and Quality Assurance

Care Medical Hospitals have obtained many national and international accreditations and certifications. As of 2024, the hospital succeeded to secure 31 accreditations covering different aspects of its operations. Among our most distinguished accreditations are:

Accreditation	Focus Area
Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI)	The national accreditation that ensures our compliance with Saudi healthcare standards and promotes continuous improvement across all operational and clinical departments.
Joint Commission International (JCI)	Recognized global benchmark that assesses adherence to international standards in patient safety, clinical care, and hospital governance.
The Commission on Accreditation of Rehabilitation Facilities (CARF)	Validates the high standard of our rehabilitation services, with a focus on person-centered care, measurable outcomes, and operational effectiveness.
College of American Pathologists (CAP)	Assures the accuracy and reliability of laboratory testing and diagnostics.
Saudi Food and Drug Authority (SFDA)	Governs the safe handling, usage, and regulation of medical products, devices, and pharmaceuticals in alignment with national safety protocols.
Association for the Advancement of Blood & Biotherapies (AABB)	Certifies that blood transfusion services and related processes meet rigorous standards for safety, quality, and operational integrity.
Hazard Analysis and Critical Control Point (HACCP)	Certifies the hospital's dietary services comply with food safety management principles by identifying and controlling potential hazards.
Healthcare Information and Management Systems Society (HIMS)	Promotes the effective use of health information technology to enhance clinical workflows, patient safety, and care outcomes.

The Quality Improvement and Patient Safety Department systematically maintains all accreditations through scheduled reaccreditation processes and ongoing compliance monitoring. A structured audit program verifies adherence to each standard across clinical and operational areas, with findings directly informing the hospital's Quality Improvement Plan. In addition to maintaining existing certifications, it proactively explores new accreditation opportunities that can enhance our operational capabilities and contribute to raising our quality of care and safety standards.



Performance Monitoring and Improvement

The Quality Improvement and Patient Safety department implements a comprehensive performance monitoring framework that encompasses over 600 Key Performance Indicators across all operational departments. The monitored KPIs cover critical aspects of hospital performance, including patient satisfaction, clinical safety, operational efficiency, and infection control. Specific indicators such as patient experience scores, medical error rates, wait times, and infection rates were prioritized to ensure a balanced assessment of both clinical and non-clinical functions.

Performance data was collected systematically and analyzed regularly throughout the year. Comparisons between actual results and established targets facilitated timely identification of variances. This approach allowed leadership and departmental teams to respond proactively to emerging issues. If any vulnerabilities or areas for improvement were identified, targeted corrective actions were promptly implemented.

Our 2024 Performance Highlights

Metric	2024	2023
Total Number of Safety Incidents	8140	4790
Breakdown of Reported Incidents:		
Non-clinical Incidents	6174	2884
Medication Errors	113	187
Clinical Incidents	1966	1906
Infection Rates and Medication Errors:		
Hospital-Acquired Infection Rate (HAIs)	1.09%	1.6%
Adverse Doner Reactions	0.9%	3.1%
Blood Contamination Rate	2.9%	3.8%
Dialysis Adequacy Rate	80%	72%
Surgical Site Infection	0.08	0.7
Timing of antibiotic prior to surgery within 1 hour	94%	87%
Discontinuation of prophylactic antibiotic within 24 hours after surgery	90%	85%
Medication errors are close to the error rate	0.66%	1.08%





Care Medical's patient satisfaction outcomes undergo mandatory independent verification by the Ministry of Health, providing rigorous external validation of our service quality. This government-overseen quality assurance process, combined with our systematic clinical excellence programs, ensures we consistently meet and exceed national healthcare standards.

Listening to Patients Voices

Patient Satisfaction

At Care Medical, we believe that exceptional healthcare goes beyond clinical outcomes, it encompasses every touchpoint of a patient's journey, from the first interaction to post-treatment follow-up. Central to our operational philosophy is a robust, data-driven framework that systematically transformspatientfeedbackintoactionableinsights. We employ rigorous analytical methodologies to evaluate both quantitative metrics and qualitative experiences, enabling us to:

1. Identify key performance indicators across service dimensions

2. Detect patterns and trends in patient satisfaction data

3. Develop targeted interventions with measurable outcomes

4. Implement continuous quality improvement cycles

Our Approach to Patient Satisfaction

Our patient satisfaction framework is built upon three interdependent pillars: measurement, analysis, and action. This integrated model enables us to deliver responsive, patient-centered care while continuously improving service quality.

To accurately capture the voice of our patients, the Patient Experience Department conducts regular satisfaction surveys across key touchpoints in the patient journey. These surveys are designed to assess critical dimensions of care, including communication with healthcare professionals, service efficiency and waiting times, environmental comfort, and the emotional support provided throughout treatment. By combining objective performance metrics with subjective patient experiences, we are able to form a comprehensive understanding of how our services are perceived and where opportunities for improvement lie.

In 2024, survey findings were systematically reviewed by both the Quality Department and the Patient Safety Department to identify recurring patterns and areas requiring attention. These departments collaborated intensively to interpret feedback, determine root causes, and implement meaningful improvements that truly make a difference.

The analysis of patient feedback in 2024 uncovered valuable insights that highlighted opportunities to further enhance the care experience. Themes such as the need for clearer communication, reduced waiting times, improved discharge instructions, and the need for improved responsiveness to patient inquiries and concerns. These insights served as a foundation for designing targeted improvement initiatives across multiple operational areas.

In response, we implemented a series of proactive initiatives designed to directly address patient needs and expectations. Appointment scheduling processes were refined to minimize waiting times and enhance the efficiency of outpatient services. Discharge procedures were revised to provide patients with clearer, more comprehensive instructions, empowering them to confidently manage their care after leaving the facility. To strengthen the quality of interpersonal interactions, targeted staff training was introduced to improve communication and responsiveness, cultivating a more compassionate and supportive environment.

To further address patient needs in real time, a dedicated patient liaison role was introduced to promptly manage concerns and provide guidance throughout the patient journey.



Patient and Family Bill of Rights and Responsibilities

Care Medical is committed to upholding the dignity, safety, and empowerment of all patients and their families through a clearly defined Patient and Family Bill of Rights and Responsibilities. This policy outlines the entitlements every patient has throughout their healthcare journey, including access to high-quality, equitable, and respectful care irrespective of background, beliefs, or condition.

The policy ensures patients are informed about their treatment plans, consent procedures, privacy, and the ability to participate in decision-making. It also safeguards the right to refuse treatment, request a second opinion, choose care preferences, and access medical records. The inclusion of interpreter services, the right to be accompanied by a caregiver (when medically appropriate), and clear mechanisms for filing complaints and suggestions.

The policy equally outlines the responsibilities of patients and their families, encouraging active collaboration with healthcare teams, accurate disclosure of health information, and respectful conduct towards staff and fellow patients.

Patient Complaints and Grievances Management

Patient concerns are managed through a centralized complaint management system, ensuring timely resolution, transparent tracking from logging to closure, and structured escalation protocols for unresolved issues. In 2024, we successfully resolved 100% of patient complaints within policy timeframes, with most addressed within 72 hours. This structured approach demonstrates our commitment to accountability and continuous service refinement.

Patient Loyalty Award

Care Medical received the 2024 Patient Loyalty Award at the International Patient Experience Conference, recognizing our achievements in enhancing patients' experiences and strengthening our patients' trust. This motivates us to continue improving and elevating the quality of our healthcare services.

Performance Improvement Indicators

	2024	2023	2022
Patient satisfaction			
Care Medical AlRawabi	82%	81%	80%
Care Medical AlMalaz	82%	82%	79%
Other performance metrics			
Average length of patient stays in Emergency (hours/mins)	1.39	1.24	4.00
Average total waiting time in the outpatient pharmacy (mins)	6.35	14.37	23.00
Medications availability rate in outpatient clinics pharmacies	95%	93%	84%
Branded medications availability rate in outpatient clinics pharmacies	87%	82%	75%
Outpatient satisfaction regarding the availability of medications	92%	89%	74%
Outpatient satisfaction rate with waiting time	94%	91%	72%
Adherence to appropriate guidelines for prescribing antibiotics for gastrointestinal inflammation and disorders	100%	100%	76%
Medication errors are close to the error rate	1.90%	0.40%	1.30%
Compliance rate within EMR	91%	100%	-
Response rate to nursing sensitive indicators	98%	91%	-





Operational Efficiency

In 2024, Care Medical demonstrated strong and resilient growth amidst the continuously evolving demands of the healthcare sector. Throughout this dynamic period, we remained steadfast in upholding our high standards of service delivery. Guided by our vision for sustainable growth, we continue to prioritize a seamless and patient-centered experience across all our facilities, ensuring the consistent delivery of high-quality healthcare at every stage of the care journey.

Care Medical Operating Indicators

	2024	2023	YoY,%
Inpatient admissions	22,139	21,280	+4%
Outpatient visits	720,336	629,930	+14%
Total patients	742,475	651,210	+14%
Inpatient days	267,475	169,016	+58%
Bed capacity	1,128	655	+72%
Bed Occupancy rate (%)	68.10%	70.80%	-2.8 ppts
Average length of stay (ALOS,days)	12.1	7.9	+52%
Number of surgeries	21,025	18,838	+12%

Strong Patient Volume Performance

In 2024, Care Medical recorded a 14% year-on-year increase in total patient volume, reaching 742,475 patients. This performance was primarily driven by a 14% increase in outpatient visits, with significant contributions from AlRawabi and AlMalaz hospitals, which saw a 12% growth in the second half of the year following a slow first half due to seasonal factors such as Ramadan, Hajj, and the summer holiday period. Additional outpatient volume was supported by the integration of newly acquired AlBalad, AlHaram, and AlSalam hospitals into the network. Inpatient admissions rose by 4%, with the new branches offsetting early-year declines at AlRawabi and AlMalaz, which were impacted by the completion of the National Guard contract in 2023. By the fourth quarter, inpatient volumes at these facilities stabilized, showing a 7% year-on-year increase, supported by recent renovations and improved capacity.

Diversifying Our Client Base

To mitigate the shift in the client mix, In 2024, the Company implemented targeted initiatives to broaden its client portfolio and optimize bed allocation to better serve core partners, including the Ministry of Health, GOSI, and insurance providers. A significant development was the execution of a three-year long-term care agreement with Prince Sultan Military Medical City in Q2 2024, which contributed substantially to inpatient volume growth and helped offset shifts in client demographics.

Surgical Volume Growth

In 2024, a total of 21,025 surgical procedures were performed across AlRawabi, AlMalaz, and AlSalam hospitals, representing a 12% increase compared to the previous year. While surgical volumes declined in the first half of the year due to seasonal factors, a strong recovery was observed at AlRawabi and AlMalaz hospitals in the third and fourth quarters, with procedures increasing by 42% year-on-year. This rebound was supported by the easing of seasonal effects and improved patient conversion rates, driven by increased outpatient activity.

Inpatient Length of Stay Performance

Care Medical experienced a substantial increase in average length of stay across our hospital network during 2024, with the metric rising to 12.1 days, representing 52% growth compared to the previous year. This upward trend was principally attributed to AlBalad Hospital's expanded focus on long-term care services, including specialized nursing, hospice, and palliative care programs that inherently require extended inpatient durations.

The full-service facilities at AlRawabi and AlMalaz hospitals similarly demonstrated notable ALOS growth, increasing from 7.9 days in 2023 to 9.7 days in 2024, a 22% year-over-year rise. This change primarily resulted from two key developments: the admission of more long-term care patients referred through Ministry of Health programs and the initiation of patient transfers under the Prince Sultan Military Medical City contract beginning in July 2024.

These strategic service expansions and partnership agreements collectively drove a 58% increase in total inpatient days throughout Care Medical's network. The performance metrics reflect both successful service line optimization and effective capacity management across our healthcare facilities.





Bed Capacity Performance

In 2024, Care Medical strategically expanded its total bed capacity by 72%, reaching 1,128 operational beds across its healthcare network. This significant growth was achieved through three primary initiatives: the acquisition of AlBalad, AlHaram, and AlSalam hospital facilities; the launch of the specialized ReLib mental health platform; and the completion of renovation and expansion projects at both AlRawabi and AlMalaz hospitals.

The year demonstrated distinct phases of occupancy performance. First quarter operations were impacted by the conclusion of the National Guard contract and the temporary overcapacity situation preceding the activation of the Prince Sultan Military Medical City agreement, resulting in a 62.2% occupancy rate at AlRawabi and AlMalaz facilities. However, subsequent operational optimizations and the full implementation of new service contracts drove substantial improvement in utilization metrics.

Fourth quarter results showed strong recovery, with flagship hospital occupancy reaching 85.9% (an 18.1% year-on-year increase) and network-wide occupancy improving to 79.4% (an 11.6% quarterly gain). Full-year occupancy across all facilities registered at 68.1%, reflecting a modest 2.8 percentage point decrease from 2023 levels that is attributable to the initial transitional period of capacity expansion.

+72 %

Bed Capacity expanded significantly in 2024, growing by 72% to 1,128 beds.

68.1%

Total bed occupancy across all facilities in 2024 was 68.1%.

Hospital Operating Indicator

	2024	2023	YoY,%
Riyadh			
Care Medical AlMalaz			
Bed Capacity	459	459	0%
Occupancy rate	85%	77%	+7%
Outpatient visits	193,296	184,516	+5%
Number of surgeries	9,470	8,887	+7%
Care Medical AlRawabi			
Bed Capacity	325	325	0%
Occupancy rate	92%	85%	+7%
Outpatient visits	331,944	306,128	+8%
Number of surgeries	9,553	9,974	-4%
Care Medical AlSalam (acquired 2024)			
Bed capacity	100	NA	NA
Occupancy rate	66%	NA	NA
Outpatient visits	23,938	NA	NA
Number of surgeries	910	NA	NA
ReLib Behavioral Rehabilitation (launched September 2024)			
Bed capacity	42	NA	NA
Occupancy rate	8%	NA	NA
Jeddah			
Care Medical AlBalad (acquired 2023)			
Bed capacity	175	175	0%
Occupancy rate	97%	95%	NA
Outpatient visits (dialysis only)	4,010	4,232	-5%
Makkah			
Care Medical AlHaram (acquired 2023)			
Bed capacity	54	54	0%
Occupancy rate	14%	NA	NA
Outpatient visits	9,389	NA	NA



Care Executive Health Program: Redefining Premium, Personalized Healthcare

Care Medical’s Executive Health Program delivers an elevated standard of care designed for individuals and families seeking a seamless, high-touch healthcare experience. The program demonstrated significant growth in 2024, with a 12% increase in subscribers - clear validation of its value proposition in the premium healthcare segment.

Program Highlights:

- **Exclusive physician access:** Each specialist serves a maximum of 50 families to ensure personalized attention and continuity of care.
- **Comprehensive suit of services:** Including Home visits for medical consultations, diagnostic imaging (X-rays, ultrasounds), dental care, and laboratory testing.
- **Custom wellness planning:** Personalized health strategies developed by professional dietitians and care teams.
- **Optimized efficiency:** Dramatically reduced wait times for appointments and procedures through privileged scheduling.

The program’s innovative “personal doctor” model strengthens personalized relationships while maintaining rigorous quality standards, evidenced by:

- Accreditation from both national and international healthcare bodies
- Consistent 95% patient satisfaction ratings
- Streamlined access to preventive care and IV therapies

95%

Care Executive Health Program satisfaction rate among program participants

Expanding Access to Quality Care: Home Healthcare Services

Care Medical’s home healthcare program brings comprehensive medical services directly to patients, combining clinical expertise with the comfort of home-based care. Our specialized teams deliver tailored treatments across multiple disciplines, ensuring continuity of care for those managing chronic conditions, recovering from procedures, or requiring ongoing therapeutic support.

Care Medical Home Healthcare Services



Physician

Monitoring chronic conditions such as diabetes and hypertension, and evaluating bedridden patients’ health status.



Nursing

Catheter replacement, ECG, IV therapy, and nutritional tube replacement.



Physical therapy

Pre- and Post-surgical rehabilitation, and joint pain management.



Mental health

Sessions with specialized mental health consultants.



Dental care

Comprehensive checkups, cleaning, and whitening options.

2024 performance metrics validate the program’s growing impact and quality standards. With 5,927 home visits conducted—representing a 20% increase from 2023—and achieving a 94% patient satisfaction rate, the service demonstrates both expanded reach and enhanced care delivery.

5,927

Number of home healthcare visits (20% increase compared to 2023)

94%

Patient satisfaction rate (1% improvement from 2023)

This home-based care model exemplifies Care Medical’s patient-centered philosophy, particularly benefiting those with mobility challenges or complex care requirements.

Care AlRawabi Renovation

Care Al Rawabi has undergone a comprehensive renovation, reflecting our commitment to delivering a distinctive health experience in an ideal environment. Our goal is to ensure the utmost satisfaction for our visitors by providing world-class facilities and services. As part of this transformation, we have constructed multiple state-of-the-art facilities, including a spacious renovated pharmacy, an advanced orthopedic and rehabilitation center, a wellness and beauty medical center, and luxurious VIP rooms.





Care Al-Haram: Serving Pilgrims with Excellence

Care Al-Haram is a unique private emergency and critical care center strategically located with a view of the Holy Mosque, dedicated to serving Hajj and Umrah pilgrims and visitors. The center provides 24/7 emergency medical services delivered by a highly qualified professional medical team and equipped with state-of-the-art medical technology. Designed to meet the highest standards of care, the center includes several specialized departments: Radiology, Laboratory, Integrated Pharmacy, and Respiratory Therapy. Additionally, the emergency rooms offer complete privacy with views of the Holy Mosque, ensuring a serene and comforting environment for patients.

With a bed capacity of over 60 beds, Care Al-Haram also provides telemedicine consultations in all specialties, connecting patients with Care Medical Hospitals for comprehensive care.

Strategic Healthcare Expansion: Care Medical AlNarjis

Care Medical is advancing its commitment to addressing the Kingdom's growing healthcare needs through the development of AlNarjis Hospital, a new tertiary care facility currently under construction in Riyadh. This strategic infrastructure project represents a significant investment in the region's medical capabilities, with planning focused on both immediate community needs and long-term service expansion.

When completed, the 400-bed hospital will substantially increase care capacity in the region. The development follows a phased operational approach, with Phase 1 scheduled to commence in Q1 2028. This initial stage will bring 200 beds into service, allowing the facility to begin delivering high-quality

care while systematically scaling operations to full capacity. The AlNarjis project exemplifies Care Medical's dual focus on strategic growth and service excellence. By implementing a phased activation model, we ensure operational stability from the outset while maintaining flexibility to adapt to evolving healthcare demands. The facility's design incorporates modern care delivery concepts and will offer comprehensive medical services upon completion.

This expansion initiative directly responds to demographic and healthcare utilization trends in the Riyadh region, where population growth and increasing care expectations require thoughtful infrastructure development.





Cybersecurity & Data Privacy

Protecting Our Digital Healthcare Environment

Our Cybersecurity Department serves as a critical foundation for protecting information systems and technical infrastructure at Medical Care Company. As healthcare increasingly relies on digital technologies, our cybersecurity framework ensures the confidentiality, integrity, and availability of patient data, medical systems, and operational networks.

Our department develops and implements comprehensive strategies to safeguard against evolving cyber threats, including malicious attacks, unauthorized intrusions, and harmful software that could compromise sensitive medical information or disrupt essential healthcare services.

Our Mission:

To be a leader in building a comprehensive and sustainable cybersecurity system that ensures the protection of information and digital infrastructure, contributing to achieving digital transformation with confidence and security at local and international levels.

Our Vision:

To safeguard digital assets and sensitive data from cyber threats by implementing global best practices and standards, empowering individuals and organizations with the necessary awareness and tools to achieve cybersecurity efficiently and sustainably.

Core Mandate

Our primary task is to provide a secure digital environment by developing and implementing advanced strategies and technologies that protect systems, data, and information from cyber threats. This ensures business continuity while fostering trust in our digital healthcare ecosystem.

The department's work encompasses three critical areas: preventive security measures, incident response capabilities, and compliance with regulatory requirements. We maintain vigilance against threats that could lead to data breaches, system disruptions, or compromise of patient care services.

Strategic Objectives

Data Protection and Access Control

We prioritize the protection and preservation of company data through robust security protocols that ensure only authorized personnel can access sensitive information. Our multi-layered approach includes encryption, access management, and continuous monitoring of data flows across all systems.

Governance and Awareness

We establish comprehensive cybersecurity governance frameworks while promoting security awareness throughout the organization. Regular training programs, policy updates, and security briefings ensure all employees understand their role in maintaining our cybersecurity posture.

Business Continuity Assurance

Our planning ensures operational resilience through comprehensive incident response procedures and recovery protocols. We maintain detailed continuity plans that enable rapid restoration of services following any cybersecurity incident.

Regulatory Compliance

We maintain full compliance with National Cybersecurity Authority controls and relevant regulatory requirements. Our compliance program includes regular assessments, documentation updates, and coordination with regulatory bodies to ensure adherence to evolving standards.

Risk Management

We implement effective cybersecurity risk management strategies that identify, assess, and mitigate potential threats. Our risk-based approach prioritizes resources and focuses protection efforts on the most critical assets and vulnerabilities.

Operational Framework

Security Infrastructure

Our cybersecurity infrastructure incorporates industry-leading technologies and best practices adapted specifically for healthcare environments. We maintain layered defenses that protect against both external threats and internal vulnerabilities.

Incident Response Capabilities

We operate a comprehensive incident response program that enables rapid detection, containment, and recovery from cybersecurity events. Our response team coordinates with clinical and administrative staff to minimize impact on patient care while addressing security incidents.

Continuous Monitoring

Our security operations center provides 24/7 monitoring of all digital systems and networks. Real-time threat detection and analysis capabilities ensure immediate response to potential security events.





Staff Training and Development

We conduct regular cybersecurity training programs for all staff members, with specialized training for clinical personnel who handle sensitive patient data. These programs cover current threat landscapes, security protocols, and incident reporting procedures.

Patient Data Privacy

Care Medical is committed to upholding the highest standards of patient privacy and information protection. Our Confidentiality of Patient Medical Records Policy outlines strict administrative, technical, and physical safeguards to ensure that medical records are accessed only by authorized personnel. The policy mandates the use of unique medical record numbers in place of patient names, formal authorization for information disclosure, and periodic training and reaffirmation of confidentiality agreements by all relevant staff.

This protocol is reinforced by a signed Confidentiality Statement and Acknowledgment, which binds employees to ethical and legal responsibilities regarding medical data. Any breach, whether intentional or due to negligence, is subject to disciplinary action up to and including termination.

Data Governance

Strategic Data Management Framework

Care Medical's Data Governance Committee manages data as a strategic asset for process improvement and informed decision-making. The committee ensures effective data management aligned with international standards and regulatory requirements.

Core Objectives

- Framework Development Creating comprehensive data governance frameworks across all departments, integrating with existing workflows to enable effective data collection and analysis for decision-making.
- Standards Compliance Meeting compliance requirements for information technology activities and corporate governance according to national and international standards.

2024 Key Achievements

Policy Standardization

Adopted standardized policy structure based on NDMO standards, covering data governance and protection requirements across the organization.

Awareness Implementation

Delivered targeted presentations on data governance importance and compliance requirements, including Data Stewardship program training and Personal Data Protection Law awareness sessions.

External Partnership

Engaged data governance consulting firms to assess organizational maturity and develop capability enhancement recommendations.

Risk Management Framework

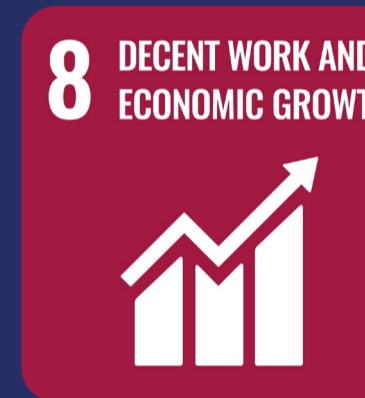
Established Data Governance Risk Register in collaboration with the IT department, implementing quarterly review protocols for ongoing risk assessment.

Cross-Department Integration

Unified cybersecurity and application development teams to align policies and procedures with national data management frameworks.



Empowering Our People



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Building a World-Class Healthcare Workforce

Investing in Our People

We recognize that our greatest asset is our people. Their expertise, dedication, and continuous growth form the cornerstone of our ability to deliver exceptional patient care and achieve our strategic objectives. Our investment in human capital development represents a multi-faceted approach designed to cultivate a workforce capable of meeting both current healthcare demands and future industry challenges.

We have established a professional Talent Development Strategy that addresses the complete career lifecycle - from clinical specialization and technical mastery to leadership cultivation and administrative excellence. Our strategy is built around three key pillars—each designed to address distinct areas of development ensuring our teams remain at the forefront of medical knowledge.

2024 Highlights

- 1,089 employees trained across various programs.
- A total of 9,882 training hours completed.
- An investment of ₪ 2,376,024 dedicated to workforce development.
- Our workforce comprises 1,101 male employees, 1,546 female employees, and 30 employees with disabilities, demonstrating our commitment to diversity and inclusivity.

Care Academy

As the educational arm of Care Medical, Care Academy embodies our institutional commitment to lifelong professional development and clinical excellence. This state-of-the-art learning center transcends conventional training paradigms by delivering competency-based programs that address the complete spectrum of healthcare workforce needs—from frontline practitioners to senior leadership.

2024 marked a year of significant educational advancement at Care Medical Academy, with multiple initiatives strengthening clinical competencies and elevating the standards of healthcare training across the institution. Through strategic collaborations, enhanced accreditation efforts, and the introduction of innovative learning platforms, the Academy reinforced its commitment to developing highly skilled healthcare professionals.

Care Academy's achievements in 2024 encompassed a range of areas, including the following:

Saudi Commission for Health Specialties (SCFHS) Collaborative Programs

In 2024, the organization launched a significant initiative under the umbrella of the Saudi Commission for Health Specialties (SCFHS) Collaborative Programs, aimed at advancing healthcare education, strengthening clinical training, and reinforcing the competencies of healthcare professionals. This initiative reflects a deep commitment to excellence in medical training and aligns with national objectives to elevate the standards of healthcare delivery in the Kingdom.

As part of this effort, several key accreditations and reaccreditations were secured:

Accreditation Type	Program Name	Validity Period
New Accreditation	Pediatrics	18 May 2023 – 17 May 2026
New Accreditation	Obstetrics & Gynecology	16 February 2023 – 15 February 2026
Reaccreditation	Internal Medicine	1 October 2024 – 30 September 2028
Reaccreditation	Anesthesia	16 February 2023 – 15 February 2026
Reaccreditation	Clinical Pharmacy Diploma	1 October 2023 – 30 September 2026
Reaccreditation	Care Academy (Institutional)	11 March 2025 – 10 March 2026
Reaccreditation	SHA BLS Provider	22 January 2024 – 21 January 2025
Reaccreditation	SHA ACLS Provider	22 January 2024 – 21 January 2025
Outpatient visits	331,944	306,128

	Care Academy	Tamheer Program	Strategic Academic Partnerships
Strategic Objectives	Elevating Clinical and Professional Excellence Establish a world-class institutional learning platform that continuously elevates clinical competencies, technical skills, and professional standards across all levels of our healthcare workforce.	Developing Saudi Healthcare Talent Accelerate Saudization in the healthcare sector by transforming high-potential Saudi graduates into skilled professionals through structured on-the-job training and career pathway development.	Global Expertise, Local Impact Integrate global healthcare expertise with local practice through elite institutional collaborations, developing specialized clinical leaders equipped for Saudi Arabia's evolving medical landscape.



SCFHS Collaborative Programs

Residency Training Programs

Year	Internal medicine	Anesthesia	Ob/Gyne	Pediatrics
2023	8	7	2	0
2024	12	9	4	3

Diploma Program

Year	Dental Assistant	Patient Care Technician	CSSD	Health Security	Disaster Management Program	Cast Program
2023-2024	17	15	25	0	0	0
2024-2025	0	24	0	0	23	9

Medical Students & Internships Results as of October 2024

Year	Student/Trainee	Internship
2023	1,461	1,603
2024	1,183	2,156

Al-Razi University Nursing Training Program

A cohort of second-year nursing students from Al-Razi University completed their intensive two-week training program at Care Medical Academy's Rawabi facility on July 28, 2024. Under the mentorship of esteemed educators including Ms. Asmaa Soliman and Mr. Rino Hipolito, participants gained critical clinical skills through hands-on practice and simulation-based learning.

Alneelain University Medical Training Rotation

In 2024, fifth- and sixth-year medical students from Alneelain University completed their clinical training rotations at Care Medical Hospitals (CMM & CMR). This structured, hands-on experience offered students comprehensive exposure to various medical specialties, fostering clinical competence and professional growth under the mentorship of our experienced healthcare teams.

Care NexGen Leadership Program

Launched in 2024, the Care NexGen Leadership Program represents a strategic investment in Care Medical's leadership pipeline, designed to identify, develop, and empower high-potential professionals. This selective initiative goes beyond conventional leadership training by integrating hands-on experiential learning with organizational succession planning, ensuring a sustainable foundation for clinical and operational excellence.

The program targets emerging leaders who have demonstrated both professional competence and leadership potential during their tenure at Care Medical. Candidates must exhibit a proven ability to guide teams and drive initiatives, supported by documented performance achievements and supervisory endorsement. A minimum one-year tenure requirement prior to enrollment, coupled with a commitment to remain with the organization post-program, reflects our mutual investment philosophy—developing leaders who will grow with the institution.

Participation demands full immersion in strategic initiatives that address real organizational challenges. This approach ensures leadership development is contextualized within Care Medical's operational realities, bridging theory with practical application. The curriculum emphasizes transformative leadership competencies tailored to healthcare's unique demands, including change management in clinical settings, data-driven decision-making, and interdisciplinary collaboration.





Courses Held in 2024

In 2024, Care Medical Academy successfully conducted several specialized courses aimed at enhancing professional skills and supporting continuous medical education. These courses included:

Surgical Suturing Certification Course

Care Medical Academy's specialized surgical training provided clinicians with hands-on instruction in advanced wound closure techniques at our CMR facility. Participants engaged in practical simulations and skill-building exercises to enhance their proficiency in surgical wound assessment and management, guided by certified clinical instructors.

Basic Life Support (BLS) Advanced Cardiac Life Support (ACLS) Certification Course

In partnership with the Saudi Heart Association, we delivered comprehensive life support certification programs including weekly BLS sessions and an intensive ACLS course on August 25-26. These trainings equipped healthcare professionals with critical emergency response skills using simulation-based learning approaches.

SMART Healthcare Communications Course

This professional development program focused on developing essential interpersonal and communication skills for healthcare professionals. The course complemented technical training by enhancing provider-patient interactions, teamwork, and professional conduct—critical elements of effective and compassionate care delivery.

Quality Improvement Course

The Care Medical Academy celebrated the successful completion of the "Healthcare Measurement & Performance Improvement" course led by Dr. Mohammed Abdulrabo on June 26-27, 2024. This intensive training program equipped healthcare professionals with advanced methodologies for clinical quality enhancement and operational efficiency. Participants gained practical skills in performance metrics analysis, process improvement frameworks, and data-driven decision-making tools essential for maintaining Care Medical's high standards of patient care.

Geriatric Lecture Series

In 2024, Care Medical Academy introduced the Geriatric Lecture Series, a new educational initiative focused on key issues affecting elderly care. Running from September 10th to October 22nd, the series covered vital topics such as comprehensive geriatric assessment, frailty, dementia, behavioral and physiological symptoms, and polypharmacy management. Led by

Dr. Mohammed Khusheim, a distinguished consultant in internal and geriatric medicine, the series provided healthcare professionals with insights and strategies to enhance care for the aging population.

UpToDate Training Sessions

The Care Medical Academy launched a series of UpToDate training sessions. This initiative aims to elevate the clinical decision-making skills of healthcare professionals by providing access to evidence-based information. The training supports the continuous professional development of staff, helping them deliver improved patient care through better access to current medical knowledge.

Preparation for the Internal Medicine OSCE

A comprehensive training session designed to equip internal medicine trainees with the practical skills and knowledge necessary to excel in their OSCE examinations. Participants engaged in simulated scenarios to refine their clinical and communication skills.

Endocrine Review Board Course

This course provided an in-depth review of endocrine-related topics, offering healthcare professionals updated insights on managing complex endocrine cases. It served as an essential preparation for board certification and clinical practice.

Intensive Anesthesia Review Exam Preparation Course

Focused on preparing anesthesiology professionals for certification exams, this intensive course covered critical concepts, case studies, and exam strategies to enhance participants' confidence and performance.



Care Medical Academy Contribution to Corporate Social Responsibility

Bone Cancer Awareness Campaign

During July 2024, Care Medical joined the Ministry of Health's Bone Cancer Awareness Month initiative to educate healthcare professionals and the community about this rare malignancy. Our comprehensive awareness program disseminated evidence-based information about diagnosis, treatment options, and survivorship, aligning with national efforts to improve outcomes for patients with this challenging condition.

First Aid Course for External Participants

In 2024, Care Medical Academy proudly concluded a comprehensive First Aid Course tailored for external participants. Held on September 17th, this training equipped attendees with essential life-saving skills and knowledge necessary for emergency response. The hands-on activities and simulations covered critical topics such as CPR, wound management, and emergency response techniques, enabling participants to practice their skills in a supportive environment.



Nahj School Summer Volunteering Program

The Nahj School Summer Volunteering Program represents a strategic collaboration between Care Medical Academy and our Nursing Department, designed to cultivate early interest in healthcare careers among Saudi youth. In its second iteration during July-August 2024, this structured initiative provided 42 selected students with immersive clinical exposure across our hospital departments.

CPR Courses

In celebration of Saudi National Day, we launched special CPR courses designed to promote lifesaving skills across the community. These courses are part of our ongoing commitment to fostering a culture of safety and preparedness. Registration was facilitated through the Saudi Heart Association website, encouraging widespread participation and engagement in this vital initiative.



Tamheer Program

The Tamheer Program plays a central role in bridging the gap between academic learning and professional readiness for fresh Saudi graduates. As part of our broader talent development strategy, our participation in this national initiative reflects a strategic investment in cultivating the next generation of healthcare professionals.

Program Value Proposition

The Tamheer Program's structured framework delivers three core value dimensions:

- For participants, the program provides participants with direct, on-the-job training within real clinical and administrative settings. This exposure allows them to acquire practical skills that are typically absent from academic exposure, thereby facilitating a more effective transition into the professional environment.
- For our company, the program functions as a strategic talent identification and cultivation channel. It enables us to evaluate and develop promising professionals who already understand our operational culture and care standards.
- At the national level, the initiative directly supports Saudi Arabia's human capital development objectives by creating qualified healthcare professionals ready to contribute to Vision 2030's transformative goals for the sector.

Program Structure and Implementation

The Tamheer Program incorporates a carefully designed curriculum that combines technical training with professional development. Participants gain experience through rotational assignments across relevant departments, allowing them to develop comprehensive understanding of healthcare operations. Each trainee receives guidance from a dedicated supervisor who provides regular performance feedback and career counseling throughout the program duration.

Training typically spans three to six months, with flexibility to extend based on the following factors:

Training Needs: The duration is determined by the specific training requirements of each participant.

Skill Development: Extensions may be granted to ensure participants meet their learning objectives.

Eligibility and Participant Profile

The Tamheer Program is specifically designed to support the career development of Saudi nationals, reflecting our strong commitment to workforce nationalization and youth empowerment. To ensure the program benefits those most poised to grow within the healthcare sector, eligibility is limited to candidates who meet clearly defined criteria. Applicants must be Saudi nationals holding a bachelor's degree or diploma in a healthcare-related field, be 30 years of age or younger, and must not have been employed in the six months prior to applying. This focused selection process allows us to identify and invest in high-potential graduates, offering them a structured opportunity to begin meaningful careers within our organization.

Recruitment, Selection, and Career Progression

The recruitment and selection process for the Tamheer Program is carried out in coordination with universities, government institutions, and established recruitment platforms. These channels support the identification of qualified Saudi graduates whose academic backgrounds and competencies align with the organization's operational needs and strategic objectives.

Candidates are evaluated based on a defined set of criteria, including their educational qualifications, relevant skills, and potential to contribute to the organization. This process ensures that selected participants are equipped to benefit from the program and perform effectively during their training period.

Following program completion, a significant number of participants have successfully transitioned into full-time roles. A total of 122 trainees have been hired to date, reflecting the program's role as a reliable pipeline for talent acquisition. This approach enables the organization to address staffing needs while retaining individuals already familiar with internal systems, processes, and workplace culture.



Our Impact in Numbers

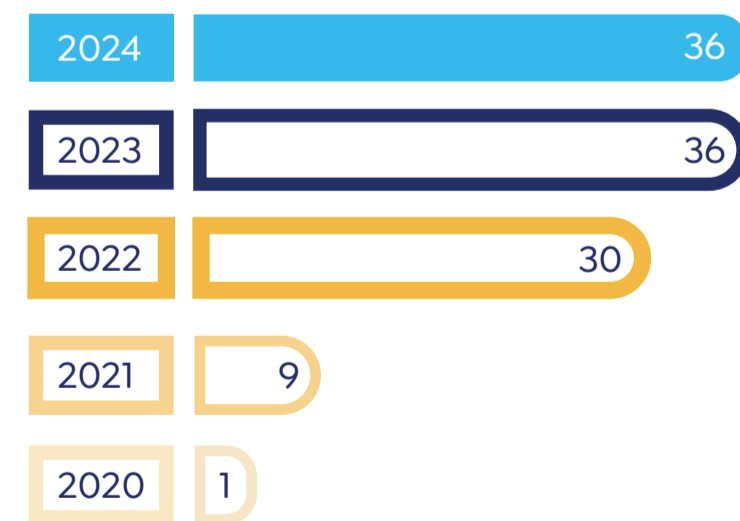
Tamheer Program Hiring Outcomes 2024

Metric	Female	Male
Full-Time Hires	71	51
Gender Distribution	58%	42%

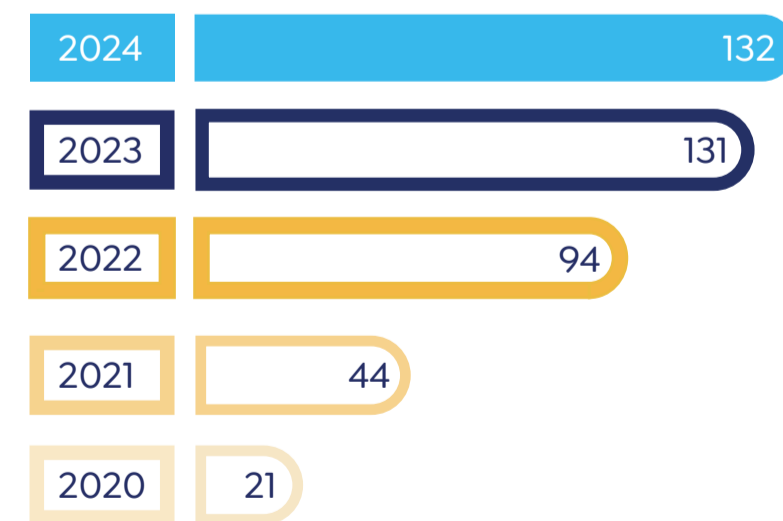
Key Highlights

- **122 total hires** represent successful transitions from training to employment
- The program has significantly contributed to gender diversity within our organization, with a higher number of female hires (**58%**) compared to male hires (**42%**).
- **71 Saudi women** integrated into healthcare roles through the program
- The increased female representation indicates progress towards our diversity and nationalization goals.

Employees hired through the Tamheer Program



Tamheer Program Beneficiaries



The Tamheer Program has demonstrated remarkable scalability while maintaining quality outcomes. It has grown substantially over the years, rising from 20 trainees in 2020 to over 130 participants annually in the last two years. This consistent growth highlights the program's increasing appeal and success in attracting fresh graduates.

Strategic Academic Partnerships

In 2024, we introduced a number of strategic partnerships with world-renowned institutions, including London Business School, INSEAD, and Prince Mohammed bin Salman College (MBSC) to provide development opportunities that combine international best practices with region-specific healthcare expertise. These alliances enable us to provide tailored curricula addressing critical competencies in healthcare management, strategic decision-making, and operational leadership.

Proven Training Frameworks

The quality and impact of our training initiatives have earned external validation, most notably through the Tamheer Program Award presented by the Riyadh Chamber of Human Resources Development Fund (HRDF). This recognition underscores our dual commitment to workforce development and national talent cultivation, as demonstrated through our successful integration and mentoring of Tamheer program graduates.





Diversity, Inclusion & Equal Opportunity

We are deeply committed to fostering a diverse, inclusive, and equitable workplace that reflects the richness of the communities we serve. We take pride in our multicultural workforce and continue to champion a supportive environment where every individual is empowered to grow and succeed. In 2024, our efforts were particularly focused on advancing women and youth empowerment by offering them competitive opportunities across various functions of the organization. We systematically worked to increase female and youth representation in both hiring and career development pathways, ensuring meaningful participation in our long-term growth. Additionally, Saudization remained a key priority, with the implementation of targeted strategies to attract, retain, and develop Saudi talent, reinforcing our alignment with national workforce goals.

Care HR Policy Framework

We maintain a comprehensive Human Resources Policy Manual that outlines the full spectrum of HR-related policies and procedures. This structured framework serves as a central reference point for all matters concerning employee management from recruitment, onboarding, and compensation to career development, performance management, leave entitlements, and ethical conduct.

The manual is segmented into clear thematic sections, including organizational structure, manpower planning, employee benefits, allowances, training, succession planning, and personnel administration. It also provides specific provisions for acting-up roles, nature-of-job allowances, grievance handling, employee rights, and professional licensing. This framework was developed to ensure both transparency and consistency in how HR decisions are made and communicated.

Advancing Workforce Diversity: Women and Youth Representation in 2024

Care Medical has made measurable progress in strengthening workforce diversity through our comprehensive inclusion policy, which prioritizes equitable opportunities for women, youth, and people with special needs. Our 2024 employment analytics demonstrate meaningful advancement across all focus groups while maintaining sustainable workforce growth. Our 2024 employment analytics demonstrate meaningful advancement toward these strategic goals while maintaining overall workforce growth.

Women in the Workforce

Care Medical has successfully maintained its strong representation of women in the workforce, sustaining nearly identical participation levels of 58% in 2023 and 59% in 2024. This consistency represents a significant achievement given our already industry-leading position, where female participation substantially exceeds regional healthcare sector averages. Our ability to preserve this gender balance while scaling operations confirms that our inclusion policies have created sustainable pathways for women’s career development. Notably, women now represent:

Total Number of Full-Time Employees

Year	Total Number of Full-Time Employees
2024	2,647
2023	2,470

Gender Distribution

Gender	2023 (%)	2024 (%)
Female Employees	58%	59%
Male Employees	42%	41%



Employment Analytics by Gender

Year	Male Employees	Female Employees
2024	1,096	1,551
2023	1,040	1,430

Youth Employment Initiatives

Care is committed to empowering the next generation of healthcare professionals. In 2024, employees aged 18–30 made up 26% of our total workforce (694 individuals), up from 21% in 2023 (530 individuals). This 31% year-over-year increase highlights the growing impact of our targeted youth employment efforts, including:

- University partnership programs
- Tamheer graduate development initiative
- Tailored early-career training and mentoring opportunities

Our results reveal a particularly strong uptake in clinical support and administrative roles, where we've created dedicated entry-level positions with clear progression pathways.

Workforce Composition Overview

Care Medical's full-time workforce expanded by 7%, reaching 2,647 employees in 2024, compared to 2,470 in 2023. We sustained robust diversity metrics across gender, age, and ability representation.

- We have maintained our commitment to inclusion, with people of determination representing 1.12% of the workforce in 2024.
- Balanced gender distribution across all job levels
- Increased youth representation without compromising experience (31-50 age group remains our largest cohort at 62%)
- Middle management roles increased by 17%, from 152 in 2023 to 178 in 2024. This expansion supports our strategic focus on internal capacity building and talent progression.

Employee Age Distribution

Year	Ages 18–30	Ages 31–50	Ages 51+
2024	694	1,680	273
2023	530	1,628	312

Employees by Job Level

Year	Senior Management	Middle-Level Management	Personnel (Staff)
2024	9	178	2,460
2023	9	152	2,309

Employees with Disabilities

Category	2023 (%)	2024 (%)
Employees with Disabilities	1%	1.12%



Saudization in Action

Care Medical continued to make meaningful progress in advancing national talent integration across all levels of the organization. In 2024, the overall Saudization rate increased significantly to 48.08%, up from 34.82% in 2023—marking the highest rate achieved over the past four years. This notable improvement reflects our sustained efforts to align with national workforce development goals and enhance local employment opportunities.

The total number of Saudi employees also grew steadily, reaching 863 in 2024, compared to 731 in 2021. This growth was driven by targeted recruitment campaigns, development programs for Saudi youth, and the integration of national talent across a wide range of roles within the organization.

While the Saudization rate in senior management remained consistent at 66.67% over the last three years, it reflects a stable representation of Saudi professionals in leadership positions. This stability demonstrates our continued commitment to empowering national talent and ensuring long-term succession planning.

Saudization Rates

2021 (%)	2022 (%)	2023 (%)	2024 (%)
33.94%	33.87%	34.82%	48.08%

Total No. of Saudi employees

2021	2022	2023	2024
731	741	860	863

Saudization in Senior Management

2021 (%)	2022 (%)	2023 (%)	2024 (%)
78%	66.67%	66.67%	66.67%





Improving Workforce Culture and Employee Retention

At Care Medical, we understand that a positive and supportive workplace culture is essential for employee satisfaction and long-term retention. That’s why we continuously invest in creating an environment where our people feel valued, engaged, and motivated.

We organize a wide range of initiatives focused on staff well-being—these include awareness sessions on health and wellness, friendly competitions that encourage team spirit, exclusive employee offers, and regular motivational messages to keep morale high. In addition, we actively celebrate a variety of local and international events, helping to build a workplace culture that is inclusive, dynamic, and deeply connected to the values of our people.

Employee Satisfaction

In 2024, we maintained an overall employee satisfaction rate of 83.7%, reflecting our continued commitment to creating a supportive and rewarding work environment. This strong result demonstrates the positive impact of our targeted initiatives to enhance workplace culture, professional development, and employee well-being.

Understanding Employee Sentiment

To ensure we understand how our people feel about their workplace experience, we conduct staff satisfaction surveys every year. These surveys are shared through various accessible channels—email, our internal intranet, and WhatsApp—making it easy for everyone to participate in a way that suits them best.

This inclusive and user-friendly approach helped us achieve an impressive 87% participation rate in 2024, reflecting not just strong engagement, but also the trust our employees place in the process. Their feedback offers valuable insight into what we’re doing well and where we can do better—allowing us to shape a workplace that reflects their needs, values, and aspirations.

Key Insights from Employee Feedback

- High satisfaction among both Saudi and non-Saudi employees.
- Non-Saudi employees reported 88.7% satisfaction, reflecting our commitment to a supportive environment for all nationalities.
- Saudi employees reported 83.7% satisfaction, with targeted Saudization programs helping bridge engagement gaps.

Employee Satisfaction Rates

Employee Group	Satisfaction Rate	Key Influencing Factors
Saudi Employees	83.7%	Career growth opportunities, training programs, Saudization support
Non-Saudi Employees	88.7%	Workplace inclusivity, competitive benefits, professional development

While our employee satisfaction remains consistently strong, we are dedicated to making the experience at Care Medical even better. We actively listen to the feedback shared through our surveys and take steps to address the areas where our people see room for improvement.

This includes expanding our mentorship programs, especially to nurture and develop Saudi talent, helping them grow both personally and professionally within the organization. At the same time, we continue to strengthen our engagement efforts, creating opportunities and activities that keep morale high and reinforce a positive, motivated workplace culture.

Care Internal Communication Strategy

Care Medical’s internal communication strategy plays a pivotal role in fostering a cohesive and engaged workplace culture across all hospitals. In 2024, the Internal Communication Team implemented a structured communication framework guided by four key goals: enhancing workplace culture, increasing employee engagement, motivating staff, and building a workplace that attracts and retains talent. The total internal communication budget allocated for 2024 amounted to ₪ 505,957.64 .

Internal Communications Goals

 <p>Enhancing employees engagement</p>	 <p>Enhance the Workplace Culture</p>
 <p>Motivate Employees</p>	 <p>Build an Attracting & retaining workplace environment</p>



To bring this strategy to life, Care deployed multiple communication channels, including emails, WhatsApp groups, internal portals, and SMS alerts, tailored to suit various levels of formality and urgency. A comprehensive annual events calendar for FY2024 was also published and distributed across the organization to align internal initiatives with national and international observances.

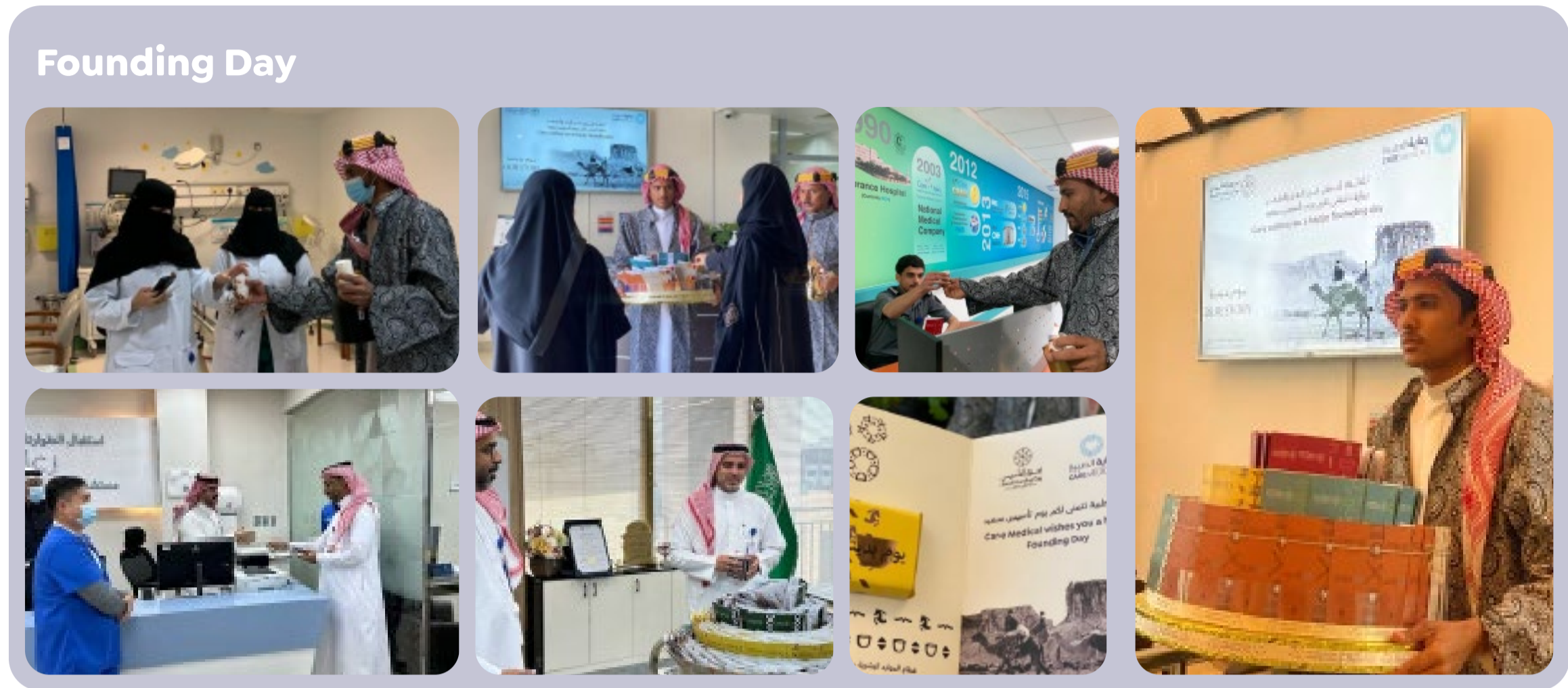
Internal Communication Programs



To deliver on these goals, Care Medical activated a set of targeted internal communication programs, each designed to promote connection, transparency, and employee well-being. These programs are structured into four key pillars:

Events

A wide array of internal events and engagement initiatives were rolled out in 2024. These included Eid, National and Founding Day celebrations, Nursing International Day, International Women Day, volunteering campaigns, and employee competitions, creating shared experiences that build organizational identity and belonging.





Eid Celebration



Loyalty Activities and Initiatives

We launched multiple engagement activities to boost morale and promote team cohesion. These included employee gatherings, company-wide competitions, awareness sessions on wellness and safety, exclusive staff offers, and uplifting communications that recognize employee contributions.

HR Strategic Transformation campaign



A proactive move reflecting Care Medical strategic vision and commitment to achieving sustainable growth. Care Medical launched the Strategic Human Resources Management Transformation Project-a forward-looking initiative designed to strengthen the company's human capital infrastructure and elevate organizational efficiency and effectiveness.

This strategic move was introduced through a dedicated internal communication campaign, including a series of direct engagement sessions with employees across all business units. These sessions were aimed at clearly articulating Care Medical's vision and future priorities in human resources management, ensuring alignment and transparency at all levels of the organization.

Nursing International Day



Saudi National Day





Care Annual Iftar



Ramadan Competition

شاركوا معنا في مسابقة رعاية الرضائية بالإجابة على السؤال التالي
 Participate with us in the Ramadan Care competition by answering the following question

كم عدد فروع مستشفيات رعاية الطبية؟
 How many branches of Care Medical hospital?

جميع المسابقة يوم الاثنين على 5 فائزين لكل فائز 500 ريال
 On Monday, there will be a draw for 5 winners, each winner 500 riyals.

مبروك !!
 Congratulations !!

إلى الفائزين في مسابقة إفتار رمضان بمبلغ 500 ريال
 to the winners on Care Ramadan iftar competition of 500 SAR

- بدير إبراهيم الغلام - 12854
- ليث فهدى حسين - 17358
- يوسف عبدالمحسن المسعود - 17671

2024 C 1445

Awareness Session

Coding and Pricing for Medical Services Session

We invite you to attend a workshop on Coding and Pricing for Medical Services from 12 to 1 PM!

ندعوكم لحضور ورشة عمل الخاصة بالترميز والتسعير للخدمات الطبية من الساعة 12 إلى 1 ظهراً!

رعاية الطبية المار - قاعة المحاضرات CMM - Lecture hall	رعاية الطبية الروابي - قاعة المحاضرات CMR - Lecture hall
اليوماء 25 يونيو 2024 Wednesday, 25 June 2024	الثلاثاء 24 يونيو 2024 Tuesday, 24 June 2024

Awareness Session about Medical Insurance with AON

ماهي مميزات التأمين وكيف يمكننا استخدامه والاستفادة منه!

What are the advantages of insurance and how can we use it and benefit from it?

هدفنا هو رفع مستوى الوعي حول كيفية الاستخدام الأمثل للتأمين وتفاصيل الأمراض المزمنة المعالجة بالتأمين وإعادة صرف الدواء.

Our goal is to raise awareness about how to optimally use insurance, details of chronic diseases covered by insurance, and medication refills.

انضبط هنا للإضمام إلينا في جلسة توعوية للتعرف أكثر على تفاصيل التأمين

Click here to join us in an awareness session to learn more about insurance details

يوم الأربعاء 24 أبريل 2024
 On Wednesday 24 April 2024

In 2024, Care Medical organized two focused awareness sessions to address practical topics directly impacting employees' daily needs and benefits.

The first session, Medical Coding and Pricing, provided employees with a clear explanation of how medical services are classified and priced. It aimed to increase understanding of administrative and billing processes and ensure consistency in service delivery across departments and different facilities.

The second session, held in collaboration with AON, focused on Medical Insurance Utilization. It guided employees on how to effectively navigate their insurance coverage, especially in managing chronic conditions, accessing outpatient care, and utilizing prescription benefits. Through this session, employees gained practical guidance on how to effectively use their medical insurance and benefit from available services. Both sessions were delivered across multiple hospital locations to ensure accessibility and broad engagement.

Back to School Initiative

رعاية الطبية CARE MEDICAL

حرصاً منا على تحسين تجربة الموظف و سعيًا منا لتسهيل مهام أولياء الأمور و وذلك مع بداية العام الدراسي و العودة للحضرة، يتاح للولاء اليوم المتخذة مسبقاً خلال الأسبوع الدراسي من 18 أغسطس حتى يوم الخميس 22 أغسطس وذلك بالتنسيق مع المدير المباشر مع تيسارنا لبياناتنا وبنائنا التوثيق والتخزين

In order to enhance employee experience and facilitate tasks for parents, with the start of the school year and the return to school, parents are allowed to take two hours off during the first week of the school year, starting from 18th August to Thursday 22nd August. This should be coordinated with the direct manager

We wish our sons and daughters success and achievement.

To support working parents during the start of the academic year, Care Medical implemented a Back to School initiative allowing employees with children to leave work two hours early during the first week of school. Running from August 18 to August 22, 2024, the initiative was coordinated directly with department managers and aimed to ease the transition for families while maintaining workflow continuity.

Boosting Messages

رعاية الطبية CARE MEDICAL

يوم ميلاد سعيداً
 Happy Birthday!
 Mutassem Alwasied

رعاية الطبية تهنيئكم بمرور هذا اليوم من الفرح والبهجة والتجارب السعيدة

رعاية الطبية تهنيئكم بمرور هذا اليوم من الفرح والبهجة والتجارب السعيدة

رعاية الطبية CARE MEDICAL

تقدم لكم رسالة تعزية
 We are deeply sorry to hear of the passing of your loved one. Please accept our sincere condolences.

رعاية الطبية CARE MEDICAL

خطاك السوء! والحمد لله على السلامة
 Get well soon! & Welcome back



Employees Special Offers



Care Medical continued to strengthen employee engagement by curating a series of exclusive special offers throughout the year. These included discounts on wellness services such as spa treatments, preferred rates on medical scrubs, and reduced fees for dental and OB/GYN consultations and procedures at Care Medical clinics. Employees were also granted access to gym membership offers, as well as multiple seasonal promotions. Additional benefits were offered in collaboration with Alinma Bank and WalaPlus, covering lifestyle perks and financing support.

Memos & Announcements

Consistent and timely internal communication was maintained through formal memos and announcements, ensuring all employees remained informed about key developments, updates, and internal decisions.



Mazaya Program

In 2024, Care Medical launched the MAZAYA Program as a cornerstone of our employee value proposition, an initiative developed by the Human Resources Division to offer meaningful, personalized support to our people. More than just a benefits package, Mazaya is a reflection of our belief that supporting employees through all stages of life builds a stronger, more connected workforce.

The program brings together a series of thoughtfully designed initiatives aimed at deepening employee engagement, enriching our workplace culture, and enhancing our ability to retain top talent. It extends our care beyond the professional setting by recognizing personal achievements and offering tangible support during life's significant moments.

Mazaya is built around eight key categories, each tailored to meet different aspects of employee needs. In 2024, the program provided targeted assistance in areas such as:

	New Born Gift		First Marriage Gift
	Car Accidents (Not Covered by car Insurance)		Medical Case (Not Covered by Medical Insurance)
	Hajj Support		Umrah Support
	Graduation Reward		Employees Support & Compensations



Mazaya program is one of the most important Social Responsibility initiatives, as it contributed to Care Medical obtaining the ISO CRS 26000 Certification, which contributed to achieving the Silver Classification.

Care Medical Company has obtain a silver classification in social responsibility, according to the ranking by the Ministry of Human Resources and Social Development, announced during the Global CSR Forum.

Mazaya Budget Allocation

Category	2021		2022		2023		2024	
	No. of Requests	Total Amount	No. of Requests	Total Amount	No. of Requests	Total Amount	No. of Requests	Total Amount
First Marrage Support	12	36,000	26	78,000	24	72,000	24	72,000
New Born Support	35	35,000	44	44,000	54	54,000	80	80,000
Car Accidents	1	3,158	4	11,295	1	5,000	7	24,800
Medical Cases					1	300		
Graduation Reward	2	6,000	4	12,000	5	15,000	7	20,000
Umrah Support	3	0	3	0				
Hajj Support			9	45,000	15	74,674	11	33,000
Employee Support & Compensation							48	9,600
	53	80,158	90	190,295	100	220,974	177	239,400



Occupational Health & Safety

At Care Medical, keeping our people safe is a top priority. We follow a clear and structured Occupational Health and Safety (OHS) management system that's applied across all our facilities—including our hospitals, Care Medical Clinics (CMC), warehouses, and residential housing compounds.

We have a dedicated Safety Department that takes the lead on all matters related to health and safety. Their role includes setting and updating safety policies, making sure our teams follow the right procedures, and regularly reviewing our practices to keep them in line with the latest standards. They also work closely with our staff to build awareness, prevent accidents, and create safer workplaces for everyone.

Care Medical's OHS Management System

Care Medical's OHS Management System is structured around a comprehensive and proactive approach to ensure the safety and well-being of employees, patients, and visitors across all facilities. The system is built on a clear framework of guidelines, policies, and procedures that promote a culture of safety and continuous improvement.

Clear Safety Policies

We've developed clear and accessible safety policies that are regularly updated to reflect new risks and emerging best practices. Our process for identifying hazards and assessing risks is hands-on and collaborative, involving input from various departments—especially Infection Control—alongside scheduled quality and leadership rounds. These joint efforts help us spot safety concerns early and respond to them quickly and appropriately.

Employee Engagement, Training, and Awareness

We place strong emphasis on staff engagement and capacity building. OHS training and awareness programs are regularly conducted to ensure that all employees understand their roles and responsibilities in maintaining a safe work environment. These sessions are regularly conducted across all entities covering all employees including new hires, contractors, nurses, doctors and administrative staff members.

Training covers a wide range of critical topics, including:

- General workplace safety procedures
- Infection control protocols
- Hazardous materials handling and chemical safety
- Needlestick injury prevention
- Response to chemical spills
- Fire extinguisher use and fire safety awareness
- Emergency codes and drill preparedness
- Unit-specific safety practices and evacuation protocols
- Emergency response and disaster management
- Pandemic response training
- Internal and external disaster scenario training

Occupational Safety and Health Awareness Campaign

Care Medical, in collaboration with AON, launched a multi-day Occupational Safety and Health awareness campaign across its hospitals from June 28 to 30, 2024. Awareness booths were set up at high-traffic locations in each facility to ensure maximum employee engagement.

The initiative aimed to strengthen employee understanding of essential occupational safety protocols and promote a culture of health-conscious practices. Employees were invited to visit the booths between 10 AM and 1 PM to engage with safety professionals, ask questions, and receive educational materials. Discussions focused on preventive measures, injury avoidance, and creating a safer work environment for both staff and patients.





Open Reporting Culture and Thorough Follow-Up

We've made it easy for staff to report incidents through our OVR (Occupational and Verbal Reporting) system. When something does happen, we go beyond surface-level fixes and take a root cause approach to understand why and how it occurred. We track a range of safety-related KPIs to assess safety outcomes and ensure accountability across departments.

Emergency Preparedness and Response

Emergencies can happen at any time, and we treat preparedness as an ongoing priority. From fire drills to disaster response training, we make sure our teams are ready to act with clarity and confidence. We've also established clear codes and protocols to ensure that our staff are well-prepared to respond to emergencies quickly and effectively.

Continuous Monitoring and Safety Leadership

Our safety performance is regularly monitored and tracked. Through monthly safety committee meetings, we review data, gather feedback, and look at what's working and what needs adjustment. These mechanisms support the ongoing refinement of our safety strategies and help us maintain a safe and compliant work environment.

Regulatory and Accreditation Compliance

Our Occupational Health and Safety Management System is guided by both local regulations and international best practices to ensure the safety and well-being of our teams across all facilities. We follow a clear and practical set of standards that help us manage safety risks effectively and keep our operations running smoothly and responsibly.

Our OHS system is aligned with key national and international regulations and guidelines, including:

Standard/Regulation	Objective (Personalized for Care Medical)	
Saudi Ministry of Health (MOH) Regulations	We follow all MOH regulations to provide healthcare that meets national standards for safety, ethics, and quality.	
Objective (Personalized for Care Medical)	Our facilities are designed and maintained in accordance with the Saudi Building Code to guarantee a safe, accessible, and hazard-free environment for patients, staff, and visitors.	
CBAHI (Central Board for Accreditation of Healthcare Institutions)	Care Medical adheres to CBAHI standards to continuously enhance the quality and safety of our healthcare services, demonstrating our commitment to national excellence in patient care.	
JCI (Joint Commission International)	We align with JCI standards to implement international best practices in patient safety, clinical care, and organizational performance, ensuring a world-class healthcare experience.	
SFDA (Saudi Food and Drug Authority) Guidelines	Every medication and medical device in our facilities meets SFDA's rigorous safety and quality controls.	
Civil Defense Regulations	We comply with Civil Defense regulations to maintain strong fire safety, emergency response protocols, and overall preparedness across all our sites—protecting our people and infrastructure at all times.	



Our risk management inventory system actively tracks compliance with all these applicable standards across clinical and non-clinical operations.

Accreditation and Certification Benchmarks

Our OHS program exceeds basic compliance through adherence to globally recognized certification standards. Care Medical has achieved third-party certification to ISO 45001:2018 and maintains OHSAS18001 compliance, demonstrating our systematic approach to hazard identification, risk control, and continuous safety improvement. These certifications are validated through annual audits conducted by independent accreditation bodies.



Hazard Identification and Risk Management

We recognize that safeguarding the health and well-being of our employees starts with identifying and managing potential risks before they escalate. Our approach to hazard identification is grounded in a deep understanding of the unique nature of each facility. We take into account the infrastructure, the specific services offered, and the day-to-day realities of the workplace to ensure that our safety practices are both relevant and effective.

We rely on a highly qualified team to lead these efforts. Occupational health and safety officers, infection control specialists, quality consultants, and facility safety staff all contribute to the assessment process. Their expertise is reinforced by continuous professional development, including certifications in healthcare safety, infection control, and quality systems. This ensures that those overseeing safety are well-equipped to make informed decisions and respond swiftly to emerging risks.

Our methods for identifying hazards are practical and policy-driven. We use structured tools and internal policies as guides during safety audits, walkthrough inspections, and routine evaluations. These efforts are complemented by staff reporting through our OVR system, where any employee can flag safety concerns, and by regular infection control assessments that often reveal indirect safety risks. All identified hazards are reviewed annually, with additional assessments conducted when there are significant changes in the workplace or following a reported incident.

To effectively manage identified risks, Care Medical applies the hierarchy of controls—a globally recognized framework that prioritizes hazard elimination, substitution, and the use of engineering solutions before relying on administrative controls or personal protective equipment. Whether replacing hazardous chemicals with safer alternatives or upgrading mechanical systems to improve ventilation, these control measures are implemented with the support of the central Risk Management Department and monitored through quarterly and annual evaluations.





Strengthening Communities

3 GOOD HEALTH AND WELL-BEING

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10 REDUCED INEQUALITIES

• Our Contribution to Society

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Our Contribution to Society

We recognize the importance of creating a continuous positive footprint in our society, we seek each year to improve the lives of the community in which we live and operate. To this end, Care Medical has developed a CSR strategy based on a revised CSR policy that goes beyond traditional healthcare delivery, serving as the foundation for all our social responsibility efforts.

This strategy puts our CSR Policy into action, translating its guiding principles into measurable initiatives. In 2024, our CSR initiatives revolved around **five core pillars**:



Empowering Vulnerable Communities Through Accessible Healthcare

Through meaningful collaboration with community members and trusted local partners, the hospital ensures that its initiatives directly address the most pressing health challenges faced by the most vulnerable groups. Our efforts in 2024 have focused on enhancing access to preventive healthcare, promoting health education, and strengthening public health resilience within underserved communities:

Proactive Care for All

Early detection is key to combating chronic and life-threatening illnesses. Through our proactive screening campaigns, Care Medical provides free diagnostic services for conditions such as diabetes, hypertension, and breast cancer. These screenings are offered both at our hospital facilities and through mobile clinics serving remote areas. Additionally, individuals identified as being at risk receive follow-up consultations and referrals for further treatment.

Vaccination and Blood Donation Campaigns

In collaboration with local health authorities, the hospital organized multiple vaccination campaigns and blood donation drives nationwide, particularly targeting children and the elderly, with outreach extended across various regions to ensure equitable access.



Supporting Equitable Access to Life-Saving Care

At Care Medical, we ensure that critical medical services remain accessible to the most vulnerable members of our community. In 2024, the hospital contributed 171,000 to the Health Endowment Fund for Kidney Dialysis, enabling the treatment of 500 low-income patients in need of life-saving care.



Blood Donation Support

To encourage employee participation in blood donation drives, Care Medical’s Internal Communication team introduced a support initiative offering a ₪ 300 incentive to staff who took part. The campaign, branded “Every Drop with a Pulse,” aimed to secure a steady blood supply for patients and emergencies by motivating employees to contribute to this life-saving cause. The initiative reinforced a culture of social responsibility while directly supporting hospital operations through increased blood bank availability.

Educational Workshops on Chronic Diseases

We partnered with local authorities and charitable organizations to deliver impactful educational programs focused on chronic conditions such as diabetes and hypertension. The goal of these workshops was to equip participants with the tools for lifelong health management. The workshops covered a wide range of topics, including disease prevention, nutrition, and physical activity, delivered through in-person sessions, online platforms, and community awareness campaigns.

In 2024, all programs were implemented at scale, ensuring equal access for everyone. Moving forward, we plan to deepen collaborations with schools, universities, and local organizations to broaden our impact—expanding screenings, health literacy efforts, and preventive care for all community members.

Promoting Accessibility through Fair Pricing

To alleviate the financial burdens on patients, Care has adopted several strategies designed to enhance accessibility and transparency. One of the key initiatives is the implementation of fair and transparent pricing policies, which provide patients with clear, well-defined pricing structures for healthcare services. This initiative ensures that patients are fully informed and can make decisions about their care without unexpected financial stress.



A Culture of Giving Back

The hospital actively fosters a culture of giving back to society through employee volunteerism. We encourage our employees to engage in various charitable initiatives and take an active role in making a positive impact. To support this, we have introduced a dedicated volunteer incentive plan to recognize and reward their contributions. As part of this initiative, we offer certificates of appreciation and incorporate volunteer hours into performance evaluations. Volunteering is also integrated into our employee development programs, recognizing it as a key element of personal growth.

Through our structured corporate volunteerism program, employees are empowered to contribute their time and skills to community-focused activities. In 2024, more than 200 employees participated in volunteer initiatives, collectively contributing 624 hours. The key focus for FY2024 was to have our medical team actively participate in multiple health awareness campaigns, aimed at educating communities on disease prevention and promoting healthier lifestyles.

Community Engagement	2024
Number of Employees Participated in Volunteering Initiatives	200+
Total Volunteer Hours Contributed	624

2024 CSR initiatives

Recreational Program for Children

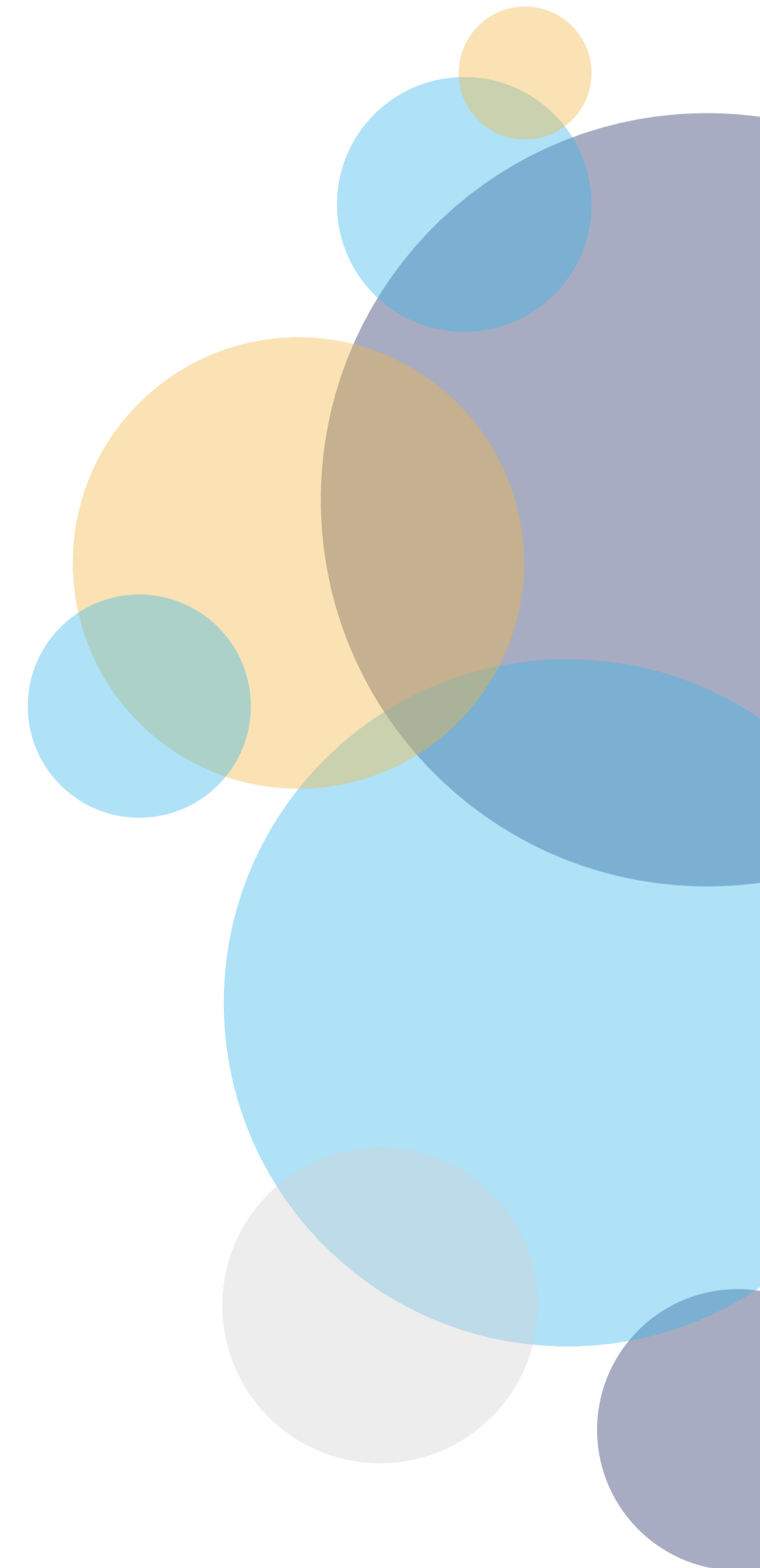
Volunteers from the Physiotherapy Club led an interactive recreational program tailored for pediatric patients, incorporating therapeutic play and engagement activities that promote emotional well-being and cognitive stimulation.

Eid al-Fitr Outreach for Kidney Patients

On the occasion of Eid al-Fitr, a charitable association visited the Nephrology Department to distribute celebratory gifts to kidney patients. The initiative was designed to bring festive joy and human connection to those undergoing long-term treatments at our hospitals.

Eid al-Adha Social Support for Long-Stay Patients

During Eid al-Adha, Namā’ volunteer teams visited long-stay patients, distributed Eid gifts, and provided social support to enhance their sense of inclusion and well-being.





Educational Support for Pediatric Patients

A special case support program was implemented for a pediatric patient, who required continuous academic assistance during extended hospitalization. Volunteers provided daily tutoring, administered assessments, and coordinated with education authorities to ensure his academic progress and future readiness.

Saudi National Day Patient Engagement

To celebrate Saudi National Day, volunteers from Namā initiative organized in-room visits for patients, distributing gifts and sharing in joyful moments with patients through social engagement.

Psychosocial and Recreational Support for Pediatric Patients

In collaboration with the Creative Mother Association, this initiative offered comprehensive psychosocial support to hospitalized children. Activities included the distribution of toys, emotional support services, and engagement sessions designed to reduce anxiety and improve their emotional well-being.

Disability Day Awareness and Patient Support

As part of the International Day of People of determination, healthcare students and staff participated in awareness activities, conducted patient visits, and delivered gifts. The initiative emphasized inclusion, dignity, and respect for persons with disabilities in both care and community contexts.

Winter Relief Clothing Campaign ("Kiswat Shetawi")

The Social Services Team organized a winter relief drive to provide warm clothing for children in need. Through collaboration with local supporters, the initiative ensured vulnerable pediatric patients were kept warm and comforted during the cold season.

Direct Financial Assistance for Patients in Need

This initiative provided targeted financial aid to patients facing significant socioeconomic hardship. Through the support of the Social Services Team, patients received assistance to cover medical or essential living expenses.

Aligning with Global Causes that Matter

We actively engage in the celebration of globally recognized health and awareness days as part of our broader community commitment. Through dedicated initiatives marking occasions such as World Social Work Day, World Breastfeeding Week, World Diabetes Day, World Children's Day, and World Breast Cancer and Diabetes Day, we aim to promote awareness, education, and compassion across our patient, staff, and community networks. These observances reflect our values in action—supporting preventive health, advocating for vulnerable groups, and reinforcing our role as a socially responsible healthcare provider.

Corporate Social Responsibility Governance

The effective implementation of our CSR initiatives is guided by a dedicated CSR Committee, which plays a central role in shaping, overseeing, and evaluating the hospital's community engagement efforts. The committee operates with full endorsement from senior management and the Board of Directors, reinforcing our commitment to sustainable development as a core organizational priority.

Committee Leadership Structure

The CSR Committee is chaired by the Chief Human Resources Officer, with the Deputy Director of Governance, Risk Management, and Compliance serving as vice-chair. The committee brings together cross-functional leaders from key departments, ensuring ensures that CSR strategies are integrated into business operations.

Committee Mandate

The committee's responsibilities include:

- Setting annual CSR objectives in line with national priorities and community needs.
- Monitoring program performance to ensure initiatives deliver tangible benefits to communities.
- Revise and update CSR policy and strategy.
- Engaging stakeholders, including employees, NGOs, and government partners, to amplify reach and relevance.

Our CSR Investment Highlights

We invested in multiple corporate social activities through out the year. These initiatives focused on supporting our employees, celebrating cultural events, and strengthening our healthcare services.

CSR Activities by Category

Employee Support and Professional Development

Care Medical prioritizes its people by investing in initiatives that enhance both professional development and workplace culture. Key programs included:

- Malpractice insurance coverage to safeguard nursing professionals
- Executive leadership retreat to strengthen strategic alignment
- Departmental gatherings to promote team cohesion (Nursing and Operations)
- Recognition of Nursing International Day to honor frontline caregivers
- Organization-wide Care Medical Meeting to reinforce shared goals and updates

Cultural and National Celebrations

To nurture a strong sense of identity and unity, Care Medical celebrated key cultural and national occasions across all sites:

- Saudi National Day celebrations highlighting national pride
- Annual Ramadan Iftar to foster connection and reflection
- Eid Al-Adha and Eid Al-Fitr events bringing employees together
- Founding Day commemorations honoring Saudi heritage
- Ramadan-themed competitions to encourage engagement and participation



Community Engagement and Outreach

Care Medical remained active in community-focused efforts and awareness campaigns, reinforcing its role as a trusted healthcare provider:

- Public engagement at the opening of our new Care Medical Center
- Cosmetic Center events to promote wellness and preventive care
- Participation in HR transformation campaigns to elevate employer branding
- Community-facing promotions, including interactive contests and giveaways

Key Achievements in 2024

In 2024, Care Hospital marked a significant milestone in its social responsibility journey by obtaining ISO 26000 certification for aligning with internationally recognized CSR standards. To achieve this certification, the hospital adopted a structured and strategic approach, which included:



CSR Impact Monitoring and Evaluation

To ensure our community initiatives are both effective and accountable, Care Hospital's CSR team regularly monitors a set of clearly defined KPIs. These indicators help assess the impact of our programs and guide improvements where needed. The monitoring framework includes tracking the number of beneficiaries reached through health and awareness campaigns, assessing measurable improvements in public health indicators resulting from our interventions, reviewing the financial resources allocated to each initiative, and ensuring high-levels of community satisfaction with our CSR initiatives



Local Community Grievance Mechanism

Care Medical is committed to maintaining open and transparent communication with the communities it serves. To ensure that community members have accessible channels to voice concerns or suggestions, the hospital has implemented a structured grievance mechanism that prioritizes responsiveness and accountability.

Community members can submit complaints or inquiries through a dedicated online portal, which allows for efficient submission and follow-up. In addition, a designated contact number is available for those who prefer direct communication. For walk-in visitors, a complaint box is conveniently located within the hospital premises to capture feedback in person.



Access to Care & Health Equity

Expanding Access to Mental Health Services – Launch of ReLib

In line with Care Medical's commitment to inclusive and comprehensive healthcare, the Group expanded its service offerings with the launch of ReLib, a dedicated mental health and addiction recovery facility, on 1 September 2024 in Riyadh. With a capacity of 42 beds, ReLib reflects the organization's strategic focus on addressing the growing need for mental health support across the Kingdom.

ReLib provides both inpatient and outpatient services, with a clinical focus on treating acute mental health disorders, managing addiction recovery, addressing withdrawal symptoms, and conducting psychological assessments. Its specialized programs include:

- Employee Wellness Program – Targeted support to mitigate workplace stress and promote recovery from addiction.
- Resistant Depression Treatment – Advanced therapeutic interventions for patients unresponsive to conventional treatments.
- Home-Based Mental Healthcare – Personalized mental health services delivered in the comfort and privacy of patients' homes.
- Inclusive Demographic Reach – Programs are designed to serve men, women, and adolescents aged 12 years and above.

This initiative reflects Care Medical's broader vision to transform mental healthcare delivery in the Kingdom through innovation, compassion, and clinical excellence. ReLib contributes meaningfully to community wellbeing and aligns with Saudi Arabia's Vision 2030 goals for holistic healthcare development through its focus on expanding access to critical services and addressing long-standing stigmas surrounding mental health

Bridging Gaps in Insured Patient Services

Care Medical Hospital has taken proactive steps to address the growing and evolving demands of insured patients across Saudi Arabia. In Q1 2024, we formalized a strategic

partnership with the Council of Health Insurance designed specifically to enhance service equity and remove barriers to quality care for all insurance beneficiaries.

This collaboration represents a targeted response to identified needs in three critical areas: improving care accessibility for diverse insurance holders, standardizing quality across payment models, and streamlining administrative processes that historically created care delays. Through joint working groups and data sharing protocols, we are implementing solutions that maintain clinical excellence while ensuring insurance status never compromises service quality or timeliness.

The initiative particularly focuses on vulnerable patient groups who may face disproportionate challenges in navigating insurance systems. Aligning operational processes with the Council's regulatory framework enables Care Medical to create more equitable pathways to specialized treatments and ensure continuity of care. This approach supports a seamless patient journey and enhances access to essential medical services for insured individuals.

Care Medical Partners with Retirees Health Association to Enhance Healthcare for Retirees

In 2024, Care Medical Hospital signed a strategic partnership agreement with the Retirees Health Association, marking a significant step toward improving healthcare services for retirees in the Kingdom. This collaboration aims to provide retirees with access to high-quality medical care, tailored health programs, and specialized treatment services, ensuring their well-being and quality of life.

The agreement also seeks to enhance the role of charitable organizations in health development and enable the private sector to contribute meaningfully to serving this important segment of society.





Environmental Responsibility



- Energy Efficiency & Management 78
- Responsible Waste Management 80
- Water Use and Conservation 81
- Quality Environment 82



Care Medical has an established, comprehensive environmental policy that defines our organizational goals and strategies for minimizing our ecological footprint. Each year, the Safety Committee and Quality Department review and update the policy and its associated KPIs to ensure full compliance with applicable laws and regulations, while driving continuous improvement in environmental performance. Each environmental aspect—energy, water, waste, and quality of care environments—is governed by structured policies, tracked through defined performance indicators, and reinforced by accountability mechanisms across all our hospital sites.

Greenhouse Gas Emissions Management

Our environmental stewardship is evolving every year, and Care Medical is actively working toward the disclosure of its greenhouse gas emissions data in upcoming reporting cycles.

Emissions management is now embedded within our broader sustainability strategy, supporting regulatory compliance, national climate objectives, and the expectations of our stakeholders.

In 2024, we began measuring GHG emissions internally across all Care Medical facilities. This foundational step is supported by an ongoing effort to strengthen internal capabilities and standardize data collection processes, ensuring future disclosures are both accurate and comprehensive. We are also advancing plans to pursue third-party verification to validate our data and enhance reporting credibility.

Complementing these efforts, Care Medical implemented multiple programs in 2024 in alignment with Saudi Food and Drug Authority (SFDA) and Ministry of Commerce (MoC) initiatives. These programs focus on reducing air emissions through cleaner technologies, improved energy efficiency, and sustainable operational practices. Employee engagement is also a significant focus area to our strategy. Staff across care are encouraged to contribute through awareness initiatives, targeted training, and participation in programs that reward low-carbon behaviors. Care Medical also ensures that all emission reduction efforts comply with applicable environmental laws and regulations.

Environmental Licensing and Regulatory Alignment

As part of our environmental governance framework, Care Medical has secured official environmental licenses for its AlRawabi and AlMalaz hospitals from the National Center for Environmental Compliance. Issued in 2024 and valid through 2028, these licenses authorize the continued operation of both hospitals under the environmental classification for medical institutions, confirming compliance with national performance thresholds.

The licensing process involved a thorough assessment of each facility's operational footprint, including location, scale of activities, and environmental risk profile. Compliance areas covered include the safe handling of hazardous substances, emissions control, wastewater management, and solid waste procedures. Any future modifications to operations or infrastructure now require prior regulatory approval, reinforcing transparency and risk control.





Energy Efficiency & Management

Care Medical is committed to sourcing and investing in clean, low-carbon, and energy-efficient technologies where financially viable, with the goal of achieving national carbon reduction targets outlined in national legislation. All forms of energy and water will be procured—where feasible—from renewable and sustainable sources, with procurement decisions guided by cost-effectiveness, supply security, and long-term environmental impact.

Energy Management Policy and Operational Efficiency

The hospital maintains a company-wide energy management policy that applies across all its healthcare facilities. Recognizing the embedded carbon footprint in its operations, the hospital is committed to reducing energy intensity and promoting low-carbon alternatives through both technical infrastructure and behavioral engagement.

The policy mandates that energy consumption is not only tracked at the building level but also managed at the point of use. All staff, including contractors and tenants, are expected to apply energy-saving behaviors, supported by targeted training, internal communication campaigns, and departmental accountability. Awareness initiatives—such as Green Champion programs and more visual campaigns—complement technical actions to reinforce a culture of energy responsibility.

To ensure ongoing performance, energy usage is monitored through a combination of smart and manually read meters, with data analyzed by the Asset Management Team to detect anomalies, benchmark buildings, and validate utility invoices. Display Energy Certificates (DEC) and Energy Performance Certificates (EPC) are maintained across applicable sites to meet regulatory and operational transparency requirements.

Investments in energy efficiency are driven by structured evaluations during new developments and major refurbishments. All procurement decisions for equipment and infrastructure integrate lifecycle assessments and prioritize energy performance, including adherence to BREEAM where feasible. Obsolete systems are progressively replaced with efficient alternatives, including LED lighting, automated controls, and optimized heating and ventilation technologies.

The hospital's approach to space heating and cooling emphasizes both environmental and patient-centered care. Electrical heaters and air conditioners are used only when approved as essential and are supported by insulation, natural ventilation, and practical guidance to staff on temperature expectations. Recommended temperature ranges are set per room function, ensuring clinical safety while avoiding energy waste.

Care Medical also incorporates rigorous governance into its energy framework. The Chief Operating Officer leads sustainability oversight, supported by the Asset Management and Environmental Compliance teams, who report regularly on compliance, audits, training, and continuous improvement measures. All departments are held accountable for integrating the Energy & Water Policy into operational workflows and for reporting equipment malfunctions or inefficiencies.

Energy Management System

Smart Infrastructure for Energy Optimization

Care Medical is enhancing its energy performance through the deployment of a centralized Energy Management System, enabled by Schneider Electric's EcoStruxure™ Asset Advisor platform. This advanced digital solution provides remote, real-time monitoring of critical electrical infrastructure, predictive fault detection, and intelligent analytics to support decision-making and efficiency improvements across all care facilities.

Designed to optimize energy use while minimizing operational risks, the platform enables early detection of anomalies, supports preventive maintenance planning, and delivers actionable insights that enhance equipment reliability, safety, and energy efficiency. Implementation is set for 2025, with projected energy savings of 15–20% driven by improved load management, reduced system losses, and smarter fault response.

Facility-Wide Transition to LED Lighting

In parallel, we are actively replacing conventional lighting with high-efficiency LED fixtures across all departments. Over 1,000 LED units have already been procured and installed, with additional procurement underway to complete the full transition. This initiative directly supports the hospital's broader energy reduction goals by

lowering electricity demand and extending equipment lifespan. Implementing these adjustments is expected to significantly decrease our energy consumption and environmental impact. Furthermore, this will strategically position us for the future integration of renewable energy sources.





Energy Consumption

In 2024, total energy consumption across all Care Medical facilities amounted to 103,454,800 megajoules (MJ), which is equivalent to approximately 28.74 million kilowatt-hours (kWh). This figure represents the combined energy use from both electricity and diesel fuel across five hospital locations. Additionally, the hospital recorded an energy intensity of 12.3 gigajoules per square meter (GJ/m²), based on a total facility area of 8,408 m².

12.3 GJ/m²/Year

Energy Intensity - 2024

Total energy consumption per square meter across all Care Medical facilities.

A breakdown of energy use by source is as follows:

Electricity Consumption

Care Medical consumed 24,234,111 kWh of electricity, translating to 87,242,800 MJ, which accounted for 84.3% of the total energy footprint.

Diesel Fuel Consumption

A total of 420,000 liters of diesel was used, contributing 16,212,000 MJ or 15.7% of the total energy consumption.

Total Energy Consumption in 2024

Energy Source	Energy Consumption (kWh)	Share of Total Energy Consumption (%)
Electricity	24,234,111	84.3%
Diesel Fuel	4,503,333	15.7%
Total	28,737,444	100%

To support ongoing performance improvements, energy consumption across all facilities is closely monitored through internal audit systems. These audits enable the identification of high-consumption areas, guiding targeted efficiency measures and ensuring resources are directed where they deliver the greatest impact.

Electricity Cost Reduction

In 2024, Care Medical successfully achieved a 13% reduction in electricity costs at Al Rawabi Hospital. Total electricity expenditure decreased from ₪9,980,644.69 in 2023 to ₪7,432,377.81 in 2024.



A Culture of Continuous Improvement

Our environmental team is committed to ongoing improvements in energy performance through targeted energy-saving initiatives. Each year, the team identifies new opportunities to optimize energy use across all facilities. Looking ahead, the organization is actively exploring the integration of renewable energy solutions, such as solar power systems, to further reduce its environmental footprint.

Employee engagement plays a central role in the success of these efforts. Led by the Maintenance Department, Care Medical promotes energy awareness through technical briefings, routine meetings, and operational discussions. These sessions serve as practical platforms for introducing energy-efficient practices and fostering a shared culture of responsibility among staff.





Responsible Waste Management

Waste Management Policy

Care Medical implements a robust Waste Management Policy that is applied across all its operating facilities. This policy governs the proper segregation, collection, treatment, and disposal of all waste streams, ensuring alignment with recognized international standards, including those set by the Central Board for Accreditation of Healthcare Institutions (CBAHI), Joint Commission International (JCI), and the Saudi Ministry of Health (MOH).

Safe & Responsible Waste Handling

We partner with certified waste management companies to ensure that each type of waste is handled safely and in full compliance with all applicable regulations. These partnerships enable us to implement structured, traceable processes that address the specific handling and disposal requirements of medical, pharmaceutical, hazardous, and general waste—ensuring consistency and accountability across all facilities.

Each waste category follows clearly defined procedures aligned with these partnerships. General waste and office paper waste are collected in standardized color-coded blue or black bags by Karaker Co., ensuring uniformity across departments. Cardboard cartons are broken down, folded, and bundled before being collected by Recycling Experts Co., supporting the hospital's material recovery and recycling efforts.

Specialized waste streams are handled through regulated protocols. Pharmaceutical waste and pressurized containers are disposed of using yellow sharps boxes or bags, clearly labeled and collected daily by SEPCO, which manages treatment and final disposal in accordance with approved procedures. The same protocol applies to biohazardous waste, including infectious, pathological, and anatomical materials, which are also handled exclusively by SEPCO under licensed procedures.

In the case of hazardous chemical waste, liquid substances are collected in yellow plastic containers, with labeling specific to chemical content. These containers are processed following chemical safety guidelines to mitigate environmental and health risks.

Annual Waste Generation by Type – 2024

Waste Category	Source Area	Annual Volume (Tons)
Non-Hazardous Waste	Non-Clinical & Support Services	252
Clinical (Hazardous) Waste	Clinical Areas	108
Total	-	360

Waste Minimization Initiatives

Care Medical has introduced a range of operational measures aimed at minimizing overall waste generation across all its hospitals. These include the implementation of specialized reduction programs for food, general, and medical waste, tailored to the needs of clinical and non-clinical areas. Materials used in operations, such as waterproof, fire-rated, and antibacterial products are sourced in collaboration with manufacturers to ensure durability and extended use. Furthermore, property control systems support the reuse of furniture and equipment, reducing unnecessary procurement and waste. Routine waste audits are conducted to identify improvement areas within the hazardous materials (HAZMAT) management framework and drive continuous refinement of waste handling practices.

A structured recycling program is in place across all facilities, enabling the recovery of a wide variety of materials. This includes paper, glass, cardboard cartons, batteries, oils, aluminum, and select food waste. The program supports Care Medical's material recovery goals and is integrated into day-to-day waste handling procedures. Clearly defined segregation and collection protocols ensure that recyclable materials are not contaminated, facilitating proper downstream processing through certified recycling partners.

Supplier Engagement For Waste Reduction

The Supply Chain Management team actively collaborates with vendors to minimize waste at the source. This includes ensuring that raw materials are sustainably sourced and that packaging aligns with Care Medical's sustainability standards.

Hazardous and Pharmaceutical Waste Management

Care Medical applies strict protocols to manage hazardous and pharmaceutical waste in line with safety regulations and environmental standards. This category includes chemical waste, such as solvents, acids, alkali salts, and other reactive compounds, as well as pressurized containers and pharmaceutical items, including expired medications that cannot be returned to suppliers.

All solid chemical waste, empty vials, and expired pharmaceuticals are placed in clearly labeled yellow containers to ensure visibility and prevent cross-contamination. Liquid chemical waste is stored in puncture-proof plastic containers, also labeled accurately according to content. Waste should be segregated at the source, and when possible, retained in its original packaging. Different chemical types must not be mixed unless compatibility is confirmed.

These hazardous materials are generated from departments such as Laboratory, Radiology, Central Sterile Supply (CSSD), Operating Rooms (OR), Endoscopy, Pharmacy, and Renal Dialysis Units (RDU). Each department is required to follow Care Medical's internal policies and procedures for safe handling and disposal.

Once properly packaged and labeled, the waste is collected by trained housekeeping personnel using appropriate personal protective equipment (PPE). A complete waste manifest is filed for each collection and maintained in the housekeeping records to ensure traceability and compliance.

In addition, ongoing in-service education is provided to all staff involved in the handling, segregation, and collection of hazardous and pharmaceutical waste. This ensures consistent awareness of safety procedures, correct PPE usage, and full compliance with chemical and pharmaceutical waste handling standards.



Water Use and Conservation

CARE Medical's water management is guided by a unified policy framework that enforces strict conservation targets, regulatory compliance, and measurable efficiency gains across all facilities. The approach is operationalized through structured audits, detailed consumption tracking, and the systematic retrofitting of equipment to ensure optimized water use without compromising clinical performance.

To ensure safe and hygienic water usage across clinical and non-clinical areas, all plumbing systems and water-using appliances are installed and maintained according to national water fittings regulations. Special safeguards are in place to prevent contamination risks through appropriate backflow prevention devices, particularly in high-risk zones.

Efficiency measures include the systematic replacement of high-volume cisterns with low- and dual-flush units, as well as the adoption of sensor-based or push-top tap controls in all new and refurbished facilities. Maintenance teams are tasked with prompt leak detection and fixture repair to minimize water loss and uphold infection control protocols.

Water Quality

Within our broader environmental management framework, water quality control represents a fundamental component of patient safety and clinical integrity. All of our facilities operate under a unified water quality policy that applies across inpatient, outpatient, diagnostic, and support service areas. This policy sets strict performance benchmarks aligned with Ministry of Health regulations and international healthcare water standards.

Our approach prioritizes clinical environments where water quality has a direct impact on care delivery—such as dialysis units, operating theatres, central sterile supply departments, dental clinics, and food service areas. In these critical zones, dedicated procedures ensure water is continuously monitored, tested, and maintained within microbiological, physical, and chemical thresholds.

Water testing is conducted on a scheduled basis through a structured monitoring program supported by internal quality teams and infection control specialists. All Care Medical sites follow escalation protocols in the event of any deviation, ensuring swift mitigation and full restoration of compliance. These safeguards are reinforced by governance mechanisms that include documentation audits, staff accountability,

and centralized oversight from the Quality and Risk Management function.

This water quality framework is integrated into our patient safety agenda and contributes directly to minimizing healthcare-associated risks. By applying strict control measures across all points of use, we ensure that water distributed within our facilities does not compromise infection prevention efforts or environmental hygiene. In 2024, all Care Medical facilities operated in full compliance with the internal water quality protocols, supporting our continued adherence to best-practice clinical and environmental standards.

Fostering a Culture of Resource Efficiency

Care has embedded behavioral change as a core pillar of its water management strategy. Staff across clinical and non-clinical departments are actively involved in conservation efforts through structured awareness campaigns, on-site signage, and facility-level operational guidance that encourages mindful water use as part of everyday practice.

Beyond awareness, all personnel involved in the execution of water-related procedures receive targeted training to ensure alignment with technical protocols, safety measures, and environmental standards. The Building and Environmental Compliance Manager works in close collaboration with the Learning and Development function to embed water stewardship modules into staff induction and to maintain access to ongoing refresher materials.

Water Consumption

We are actively working to enhance our data collection processes. This year, water consumption data was obtained from Al Rawabi Hospital. In upcoming reporting cycles, we plan to expand coverage to include all five Care Medical hospitals.

Facility	2023 Water Consumption (m ³)	2024 Water Consumption (m ³)
Al Rawabi Hospital	314,279 m ³	341,438 m ³

Third-Party Water Consumption

However, we succeeded in obtaining data on third-party water consumption. In 2024, total third-party water consumption reached 36,965 cubic meters, sourced from two primary providers:

Alfares Water Company	26,350 m ³
National Water Company (NWC)	10,615 m ³

Water Supply Cost Reduction

In 2024, Care Medical achieved a 10.33% reduction in water supply costs at Al Rawabi Hospital compared to the previous year. Spending dropped from ₪ 1.64 million in 2023 to ₪ 1.59 million.



Quality Environment

We uphold a quality care environment through strict controls on indoor air standards, hazardous chemical handling, and facility hygiene—ensuring every hospital and clinical site operates in alignment with both patient safety protocols and international environmental benchmarks.

Use of Biodegradable Green Chemicals

Care Medical has initiated the transition to biodegradable cleaning chemicals across its facilities. These products are specifically selected for their low environmental persistence, reduced toxicity, and compatibility with hospital sanitation requirements. By replacing conventional agents with certified green alternatives, the hospital aims to lower its chemical footprint without compromising disinfection efficacy. The shift supports safer working conditions for staff and reduces the release of harmful residues into water and air systems.

Installation of Anaesthetic Gas Scavenging Systems (AGSS)

To address occupational exposure to waste anesthetic gases, Anaesthetic Gas Scavenging Systems (AGSS) have been installed in all operating rooms. These systems are engineered to extract excess gases from patient ventilation circuits and redirect them away from the clinical environment, maintaining gas concentrations within internationally accepted safety limits. This installation ensures regulatory compliance and significantly reduces health risks to surgical teams by improving indoor air quality during anesthesia administration.

Enhanced HVAC Systems and Isolation Infrastructure in Critical Areas

In high-dependency clinical zones such as the ICU, PICU, and Operating Rooms, the hospital has upgraded its HVAC systems with integrated ultraviolet (UV) light modules. These UV elements actively sterilize air circulating through the system, targeting airborne microorganisms and enhancing infection control. Additionally, negative-pressure isolation rooms have been established in designated wards, designed and maintained according to ASHRAE standards.

Innovation & Digital Transformation

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- Driving Digital Transformation in Healthcare

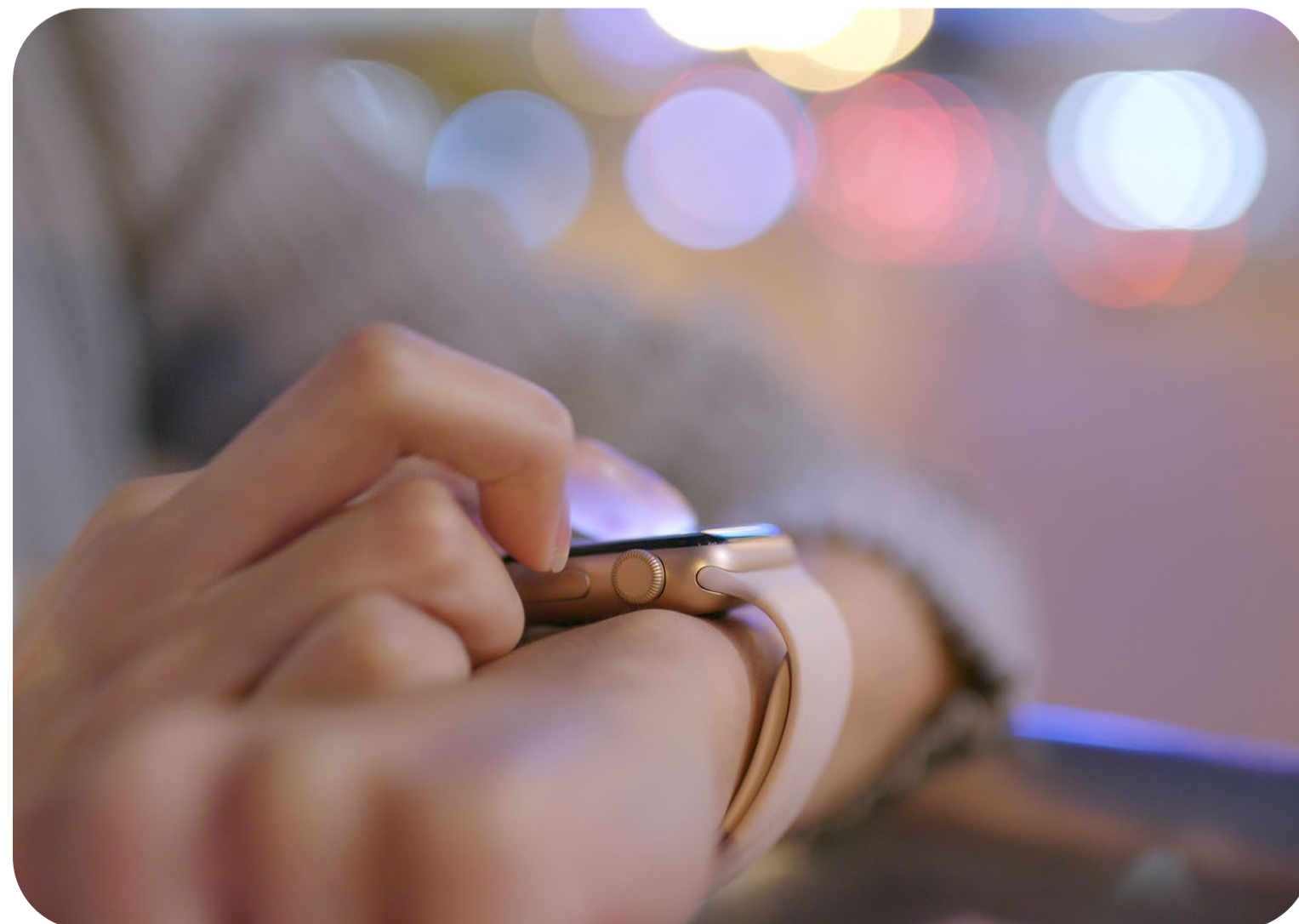
84

Driving Digital Transformation in Healthcare

In alignment with Saudi Vision 2030 and its transformative initiatives to accelerate the advancement of the healthcare industry, we have developed a forward-looking digital transformation strategy designed to elevate healthcare delivery and meet the evolving needs of our community. Our digital transformation journey represents a strategic endeavor aimed at revolutionizing healthcare delivery, ensuring better patient outcomes, enhancing operational efficiency, and positioning Care Medical as a leader in the industry.

Led by our Chief Information Officer (CIO) and a dedicated team of experienced professionals, this transformation is guided by a comprehensive five-year roadmap (2025–2030). Developed in collaboration with external expert consultants and aligned with the latest best practices in the healthcare industry. This roadmap defines key initiatives, prioritizes digital investments, and supports the seamless integration of emerging technologies across our healthcare ecosystem.

The strategy is built on three core pillars: leveraging technology to drive innovation and efficiency, achieving patient-centric goals, and ensuring robust governance and compliance. Looking ahead, we aspire to transition to fully digital hospitals—ensure sustainable profitability for all stakeholders, elevate patient satisfaction, and solidify our position as a market leader in the Kingdom.



Pillar

Strategic Focus and Implementation

Leverage Technological Advancement

At the core of our digital transformation is the modernization of our technology infrastructure and applications. We are leveraging the latest advancements in artificial intelligence (AI), telehealth, and mobile/web platforms to provide seamless and interconnected healthcare services. Key projects focus on:

- **AI-Driven Solutions:** Using AI to enhance diagnostic accuracy, personalize treatment plans, and predict patient needs, ensuring proactive and precise care.
- **Telehealth Integration:** Expanding access to care through telehealth platforms that connect patients with physicians remotely, enabling continuity of care and reducing barriers to access.
- **Mobile and Web Applications:** Developing user-friendly apps for patients and physicians, facilitating easy access to medical records, appointment scheduling, and real-time communication.

Achieve Patient-centric Goals

Our digital transformation is driven by clear, patient-centric goals including but not limited to the following:

- **Better Patient Outcomes:** Utilizing data-driven insights to deliver personalized care, improve clinical outcomes, and enhance the overall patient experience.
- **Increased Patient Satisfaction:** Streamlining processes to reduce wait times, improve communication, and provide a seamless experience across all touchpoints.
- **Operational Efficiency:** Automating administrative tasks and optimizing workflows to free up resources for patient care, ensuring that our operations are both efficient and effective.

Ensure Robust Governance and Compliance

Our initiatives are designed to meet the highest standards of global and local regulations:

- **Global Compliance:** Adhering to standards such as HIMSS, CBAHI, JCI, HIPAA, and GDPR, ensuring that our practices align with international best practices.
- **Local Regulations:** Aligning with NDMO, SADA, and other regional requirements to ensure compliance with local healthcare and data protection laws.
- **Risk Management and Data Governance:** Implementing robust frameworks to mitigate risks, ensure data accuracy, and maintain patient privacy.



A Strategic Path to Excellence

The five-year transformation roadmap outlines a structured approach to position Care Medical as a top-tier healthcare provider known for innovation, excellence, and patient-centric care. This approach includes 4 key steps:

Step	Action	Outcome
Gap Analysis	We conduct a detailed assessment of current challenges, observations, and aspirations.	Actionable recommendations are developed to address identified gaps.
Clustered Initiatives	We group recommendations into cohesive projects.	Projects are aligned with specific business needs and capabilities.
Resource and Solution Planning	We identify resource requirements and solution components for each initiative.	Successful implementation of initiatives is ensured through proper planning.
Prioritization and Sequencing	We prioritize initiatives based on business needs, investment potential, and benefits.	Initiatives are sequenced for smooth execution, maximizing impact and efficiency.

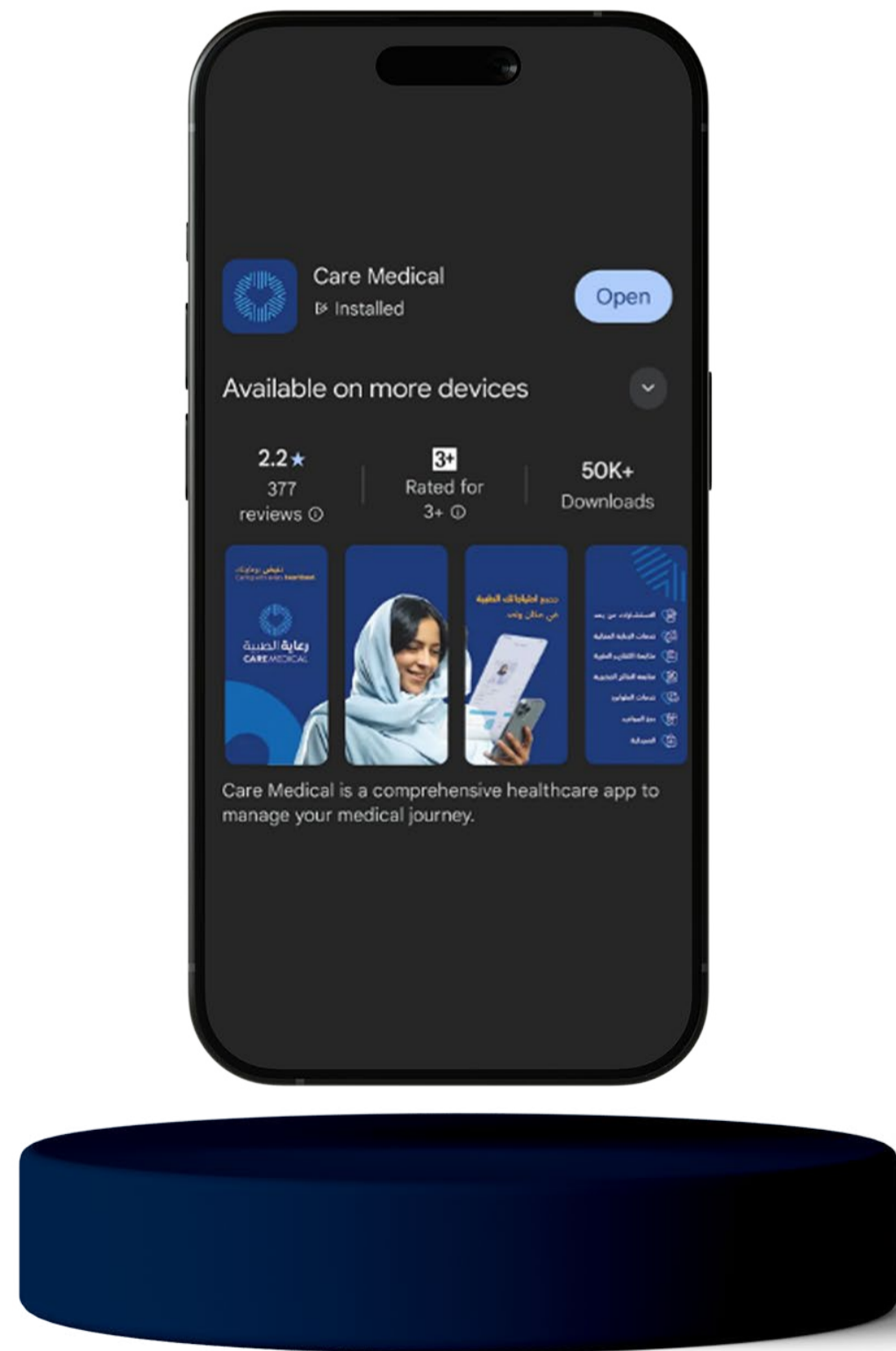


Key Digital Transformation Projects in 2024

Care Medical has implemented several trans-formative digital projects in 2024, each aimed at improving healthcare delivery and patient engagement and satisfaction:

The Care Medical Mobile Application

The Care Medical Mobile Application is designed to provide patients with a comprehensive and user-friendly platform to manage their healthcare needs efficiently. The application offers a range of features that simplify the healthcare experience for users such as enabling appointment bookings, accessing lab and radiology results, viewing prescriptions, and even monitoring health metrics like blood sugar and heart rate. Our applications also serve as educational platforms, fostering greater awareness and engagement among patients.



Key Features of the Care Medical Mobile Application



Appointment Management & Digital Check-ins

- Easily schedule appointments with healthcare providers at your convenience.
- Register your attendance before arriving at the facility to save time and reduce wait times.
- Receive timely reminders to ensure you never miss an appointment.



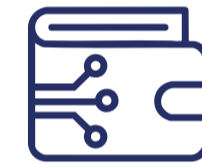
Instant Consultations

- Connect with healthcare professionals instantly for virtual consultations, ensuring timely medical advice without the need for in-person visits.



Easy Access to Medication

- Browse and purchase medications directly through the app, with options for home delivery or in-store pickup.
- Check the availability of medications at nearby pharmacies and receive alerts when your prescriptions are ready.



Digital Wallet

- Make payments for consultations, tests, and other services securely through the app.
- Keep track of all your healthcare-related transactions in one place.



Emergency Assistance

- Request an ambulance instantly through the app in case of emergencies, ensuring timely medical assistance.



Remote Vital Signs Monitoring

- Input and monitor vital signs such as blood pressure, heart rate, and glucose levels remotely.



Integration with Smartwatches

- Sync your smartwatch with the app to automatically track and record health metrics.



Medical Report Requests

- Request and receive medical reports directly through the app, eliminating the need for physical visits to the hospital.



Access Your Medical History

- View and manage your medical records and those of your family members in one place.

For more information on our new mobile application, please visit:

[New Patient Digital Platform](#)

Doctor Portals

Our secure doctor portals enhance physician-patient interaction by providing 24/7 remote supervision. These platforms enable bedside medication management, increased compliance and effective governance, and ensure patient safety through automated processes and effective governance.

Digital Smart Patient Education

Our Digital Smart Patient Education initiative is designed to empower patients by providing them with easy access to educational materials and videos tailored to their specific health conditions. This initiative ensures that patients are well-informed about their diagnoses, treatment options, and preventive care measures.

Digital Patient Consent

The Digital Patient Consent initiative has revolutionized the way we handle consent processes at Care Medical. By successfully digitizing consent forms and seamlessly integrating them into the patient journey, we have simplified the process while significantly reducing administrative burdens. Patients can now provide consent electronically, eliminating the need for physical paperwork and ensuring a more efficient, transparent, and patient-friendly experience.

Digital Patient Appointment Confirmation and Reminders

We have automated appointment confirmations and reminders through SMS and email to minimize missed appointments and improve clinic efficiency. This initiative has led to a significant reduction in no-show rates, additionally, it has enhanced scheduling efficiency, allowing us to serve more patients while maintaining high standards of care.

Impact by Numbers

- 79,602 appointments booked via our mobile app in 2024.
- 11,518 appointments booked through the Company’s website.
- Patient satisfaction rate of 88.63%, reflecting the effectiveness and convenience of our digital platforms.

Innovation & Strategic Partnerships

Care Participation at The Global Health Exhibition 2024

In 2024, Care Medical took part in the Global Health Exhibition—one of the Kingdom’s most prominent healthcare forums—reinforcing its position as a proactive contributor to the national healthcare transformation agenda. The event served as a strategic platform for the organization to engage with global and regional healthcare leaders, explore emerging innovations, and formalize high-impact collaborations.

During the exhibition, Care Medical entered into a series of strategic agreements with leading institutions, including Siemens Healthineers, Boston Scientific, Karaz Platform, Labayh, and the Saudi National Institute of Health. These partnerships are designed to enhance clinical capabilities, support digital transformation, and expand access to advanced therapeutic and diagnostic solutions across Care Medical’s network.

Through these alliances, Care Medical aims to accelerate the integration of next-generation medical technologies and evidence-based care practices. This initiative reflects the organization’s broader commitment to clinical excellence, patient-centered innovation, and active participation in the realization of Saudi Arabia’s Vision 2030, particularly in areas concerning quality of care, research collaboration, and health sector sustainability.



National Medical Care & Karaz Partnership

National Medical Care Company has partnered with “Karaz,” a leader in health technology, to revolutionize healthcare delivery. This collaboration focuses on enhancing patient care through telemedicine consultations and chronic disease management, leveraging cutting-edge technologies to create a seamless and comprehensive healthcare experience. By combining expertise and innovation, this partnership marks a significant step toward a smarter, more efficient healthcare future for the Saudi nation.

A Journey to a Fully Digital & Paperless Organization

We have successfully achieved our paperless objectives by making substantial investments in technology infrastructure. This includes upgrading hardware, modernizing our virtual environment, and migrating the Oracle Database to the latest version (19c). As part of our strategic digital transformation strategy and the broader “Care the Paperless Organization” campaign, we implemented the following digitalization transformation programs:

Transition to Electronic Medical Records (EMR)

We have replaced manual medical records with a comprehensive Electronic Medical Records system using advanced tools like

DocuWare. This includes digitizing all medical assessment sheets, doctor and nurse progress notes, and related forms. Medication, laboratory, radiology, and procedure requests are now processed electronically, eliminating the need for paper-based documentation. Additionally, laboratory and radiology machines are fully integrated into the system, ensuring that no manual data entry is required.

Enhancing Patient Experience With Digital Solutions

To optimize the patient experience, we deployed a Patient Journey Solution developed by 4C Gate. This solution includes real-time tracking of patient wait times, simplified appointment scheduling, and seamless communication between departments. Additionally, we established bidirectional interfaces to enable seamless data exchange between lab systems and the Picture Archiving and Communication System (PACS). This integration allows for the automatic sharing of lab results and medical images, reducing manual data entry and speeding up treatment processes.

Optimizing Clinical and Pharmacy Operations

To further enhance operational efficiency in clinical and pharmacy operations, we introduced PDA Devices in clinical wards, allowing healthcare staff to access and update patient records, track medications, and manage tasks in real-time. Additionally, we developed barcode-integrated pharmacy processes using barcode

technology to track medications, verify prescriptions, and manage inventory, reducing errors in medication dispensing.

Streamlining HR and Administrative Processes

Through CareWare and the MyCare portal, staff can now log leave requests, submit staff data amendments, and file maintenance requests digitally.

Our efforts have resulted in 95% of medical forms being digitized, ensuring no loss of forms and making data accessible to all authorized personnel. Additionally, 90% of HR processes have been automated, drastically reducing processing times and improving efficiency. These achievements have been recognized through prestigious certifications, including JCIA, CBAHI, CARF, HIMSS, CAP, AABB, SRC COEMBS, Shared Governance, Mowaamah, SFDA, and Global Hospital Rating.

While significant progress has been made, our journey toward a fully paperless environment continues. Our IT department collaborates closely with business partners to drive continuous improvement, exploring new innovations to deepen digital adoption and eliminate any remaining paper-based workflows.





Telehealth Integration

We have embraced telemedicine to bridge distances and bring care directly to patients' homes. From video consultations to remote monitoring of chronic conditions like diabetes and hypertension, telehealth empowers patients with timely interventions and enhances their ability to manage their health.

Our telehealth system, powered by **ATS CareWare**, is fully integrated into our **Health Information System (HIS)**, ensuring seamless and efficient healthcare delivery. To maintain high standards, we regularly conduct **patient satisfaction surveys** and analyze feedback to evaluate service quality and effectiveness.

Optimizing Operations Through Data-Driven Insights

We leverage **Qlik Dashboards** to monitor and report key performance indicators (KPIs) across departments. This tool provides real-time insights, enabling teams to track critical metrics at a glance and reduce reporting time significantly.

Key areas where Qlik Dashboards have made a measurable impact include:

- **OPD and ER Waiting Times:** Streamlining patient flow and reducing delays.
- **Approval Waiting Times:** Accelerating administrative processes.
- **Clinic Utilization:** Monitoring daily and monthly usage to optimize resources.
- **Census Tracking:** Analyzing daily, weekly, monthly, and yearly OPD, ER, admission, and discharge data for better planning.
- **OR Census:** Enhancing operating room efficiency and scheduling.
- **Bed Occupancy Rates:** Improving bed management and patient placement.
- **Nursing Dashboards:** Supporting nursing staff with real-time patient care metrics.
- **Staff Dashboards:** Providing insights into workforce performance and productivity.

Supply Chain Digitalization

In 2024, we implemented a number of dedicated initiatives with the aim of digitizing our supply chain processes and optimize inventory management.

Key initiatives include:

1. Barcode System for Warehouse Management

We introduced a complete barcode system to track inventory items, from receiving supplies from vendors to issuing stock to business units. This system ensures precise tracking and reduces the risk of mishandling or errors in stock management.

2. Mobile Sense App for Inventory Management

To further automate stocktaking, we implemented the Mobile Sense App, which uses wireless communication to scan QR codes and review inventory data directly from mobile devices. This innovation has replaced traditional manual processes, which were time-consuming and prone to errors, with a more efficient and accurate system. The app has significantly improved productivity and reduced the time required for inventory management.

3. Barcode Integration Across Business Units

Barcodes have been integrated into all business units, including receiving areas, inpatient (INP) units, outpatient (OPD) units, and pharmacies. This integration ensures accurate sub-store stock management through quarterly inventory checks. It also tracks PAR levels to monitor inventory and reorder points, providing automated reports that help maintain optimal stock levels. Additionally, barcode scanners offer real-time inventory visibility, enabling us to track inventory levels and expiration dates effectively.



Appendices

-
- GRI Content Index

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GRI Content Index

Statement of use Care Medical has reported the information cited in this GRI content index with reference to the GRI Standards from January 1st, 2023 to December 31st, 2024.

GRI 1 used GRI 1: Foundation 2021

Applicable GRI Sector N/A

GRI Standard	Disclosure	Page number(s), links and/or direct answer	
		Section	Page
General Disclosures			
	2-1 Organizational details	Company Overview	6
	2-2 Entities included in the organization's sustainability reporting	About This Report	3
	2-3 Reporting period, frequency and contact point	About This Report	3
	2-4 Restatements of information	None	
	2-5 External assurance	None	
	2-6 Activities, value chain and other business relationships	Company Overview	6
	2-7 Employees	Diversity, Inclusion & Equal Opportunity	58 to 59
	2-8 Workers who are not employees	As of the reporting period, Care Medical's total workforce comprises 3,325 individuals, including part-time staff and trainees across all Care Medical facilities.	
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	"Leadership and Responsible Governance Board of Directors"	27 to 28
	2-10 Nomination and selection of the highest governance body	Policies, Criteria and Procedures for Nomination to Membership of the Board of Directors	
	2-11 Chair of the highest governance body	Governance Overview, "Board Composition"	27
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance and Oversight	22
	2-13 Delegation of responsibility for managing impacts	ESG Governance and Oversight	22
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance and Oversight	22
	2-15 Conflicts of interest	Care Medical's standards for managing potential conflicts are outlined in the Conflict of Interest Policy. See: https://care.med.sa/upload/cvs/Policy-33.pdf	31
	2-16 Communication of critical concerns	Our Approach to Stakeholder Engagement	23



GRI Standard

Disclosure

Page number(s), links and/or direct answer

Section

Page

General Disclosures

2-17 Collective knowledge of the highest governance body	The Board of Directors collectively possesses the knowledge and awareness necessary to oversee Care's strategy and its actual and potential impacts on the economy, environment, and society. See Annual Report 2024 p. 46 to p.56.	
2-18 Evaluation of the performance of the highest governance body	Board Evaluation	29
2-19 Remuneration policies	Remuneration and Compensation. Full details, including compensation tables and adherence to the approved policy, are disclosed in the Annual Report 2024 p.61 to p. 64	29
2-20 Process to determine remuneration	Remuneration and Compensation. Full details, including compensation tables and adherence to the approved policy, are disclosed in the Annual Report 2024 p.61 to p. 64	29
2-21 Annual total compensation ratio	Care Medical does not currently disclose this figure due to internal policy.	
2-22 Statement on sustainable development strategy	Chairman's Message	4
2-23 Policy commitments	Care Medical maintains a comprehensive set of ESG-related policy commitments as outlined in the Care Medical Policy Framework.	15
GRI 2: General Disclosures 2021 2-24 Embedding policy commitments	Mechanisms for embedding these commitments are described across the report.	
2-25 Processes to remediate negative impacts	Care Medical has three main policies for receiving grievances from key stakeholder groups: the Local Community Grievance Mechanism, the Patient Complaints and Grievances Management Policy, and the Care HR Policy Framework.	43, 48 & 74
2-26 Mechanisms for seeking advice and raising concerns	Care Medical's approach to ethical concerns is governed by the Whistleblowing and Ethical Reporting Policy. See: https://care.med.sa/upload/cvs/Policy-202.pdf	31
2-27 Compliance with laws and regulations	There were no significant instances of non-compliance with laws and regulations identified during the reporting period.	
2-28 Membership associations	Care Medical does not currently disclose membership in any industry or stakeholder associations where it holds governance roles or strategic involvement.	
2-29 Approach to stakeholder engagement	Our Approach to Stakeholder Engagement	23
2-30 Collective bargaining agreements	Collective bargaining agreements are not applicable under current labor regulations in Saudi Arabia; therefore, no employees at Care Medical are covered by such agreements.	



GRI Standard	Disclosure	Page number(s), links and/or direct answer	
		Section	Page
Material Topics			
GRI 2: General Disclosures 2021	3-1 Process to determine material topics	Identifying What Matters Most	24, 25
	3-2 List of material topics		
Patient Safety and Quality of Care			
GRI 3: Material Topics 2021	3-3 Management of material topics	Patient Safety and Quality of Care	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Patient Safety & Quality of Care. Also see: Accreditations and Quality Assurance	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There were no reported incidents of non-compliance with health and safety regulations or voluntary codes during the reporting period.	
Patient Safety and Quality of Care			
GRI 3: Material Topics 2021	3-3 Management of material topics	Patient Data Privacy	49, 50
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints concerning breaches of customer privacy or losses of customer data during the reporting period.	
Accessible and Affordable Healthcare Services			
GRI 3: Material Topics 2021	3-3 Management of material topics	The hospital formed strategic public-sector partnerships to expand access to care, offering free medical check-ups and awareness sessions on key health issues. Also see: Access to Care & Health Equity. 75	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Care Medical is pursuing targeted outreach expansions to underserved communities and strategic growth in high-demand regions across the Kingdom. ElNarjis Hospital is currently under construction to support this expansion.	
	203-2 Significant indirect economic impacts	See: Empowering Our People and Strengthening Communities sections.	52 to 69- 71 to 75



GRI Standard	Disclosure	Page number(s), links and/or direct answer	
		Section	Page
Business Ethics and Anti-Corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	Code of Business Conduct and Ethics Anti-Corruption and Financial Integrity Responsible Governance and Transparency Fair Competition and Anti-Competitive Conduct Confidentiality of Patient Medical Records Whistleblowing and Ethical Reporting Policy	30 & 31
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Fair Competition and Anti-Competitive Conduct	31
GRI 415: Public Policy 2016	415-1 Political contributions	Care Medical made no political contributions, either financial or in-kind, during the reporting period.	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	See Anti-Bribery and Corruption Policy and Anti-Money Laundering and Counter-Terrorist Financing Policy .	30
	205-2 Communication and training about anti-corruption policies and procedures	All employees receive ethics and anti-corruption training during onboarding, with periodic refresher sessions to reinforce ethical conduct.	
	205-3 Confirmed incidents of corruption and actions taken	There were zero reported incidents of corruption during the reporting period.	
Corporate Governance & ESG Oversight			
GRI 3: Material Topics 2021	3-3 Management of material topics	Leadership and Responsible Governance ESG Governance and Oversight	22- 27 to 34
Reporting & Transparency			
GRI 3: Material Topics 2021	3-3 Management of material topics	Care Medical annually publishes its financial and ESG disclosures in accordance with applicable regulatory requirements. The Audit Committee oversees the independence and objectivity of internal audit activities and external audit reviews of financial data. Assurance for ESG disclosures will be pursued in future reporting cycles.	
Employee Health, Safety and Wellbeing			
GRI 3: Material Topics 2021	3-3 Management of material topics	Improving Workforce Culture and Employee Retention Occupational Health & Safety	61 to 69



GRI Standard	Disclosure	Page number(s), links and/or direct answer	
		Section	Page
Employee Health, Safety and Wellbeing			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health & Safety	67, 68
	403-2 Hazard identification, risk assessment, and incident investigation	Hazard Identification and Risk Management	69
	403-5 Worker training on occupational health and safety	Occupational Health & Safety	67
	403-6 Promotion of worker health	Improving Workforce Culture and Employee Retention	61 to 66
	403-8 Workers covered by an occupational health and safety management system	All employees and individuals performing work within Care Medical facilities are covered by the Occupational Health and Safety Management System.	
Employee Development and Engagement			
GRI 3: Material Topics 2021	3-3 Management of material topics	Building a World-Class Healthcare Workforce	52 to 57
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employees received an average of 9.1 hours of training per year.	
	404-2 Programs for upgrading employee skills and transition assistance programs	Building a World-Class Healthcare Workforce	52 to 57
	404-3 Percentage of employees receiving regular performance and career development reviews	100% of Care Medical employees receive regular performance and career development reviews.	
Diversity, Equality, and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Inclusion & Equal Opportunity	56 to 60
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	All Care Medical wages exceed the local minimum wage and are fully aligned with the provisions of the Saudi Labor Law.	
	202-2 Proportion of senior management hired from the local community	Saudization in Senior Management	60
	401-1 New employee hires and employee turnover	Tamheer Program Hiring Outcomes 2024	57
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Care Medical offers a wide range of compensation and benefits, including medical coverage, transportation, housing, food, and travel allowances. We also provide competitive bonuses and wellness benefits, such as the Mazaya Program. All benefits are clearly outlined and communicated to our employees through the HR Manual.	
	401-3 Parental leave	All entitled employees receive parental leave in accordance with the provisions of the Saudi Labor Law.	



GRI Standard	Disclosure	Page number(s), links and/or direct answer	
		Section	Page
Diversity, Equality, and Inclusion			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Care Medical complies with the minimum 60-day notice period for operational changes, as required by the Saudi Labor Law.	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Board of Directors. Also see: Board of Directors, Board Committees, and Executive Management in the 2024 Annual Report (pp. 46–60). Advancing Workforce Diversity: Women and Youth Representation in 2024	58
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no reported incidents of discrimination during the reporting period.	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Care Medical prohibits the employment of individuals under 18 across all operations and enforces a zero-tolerance culture through strict hiring controls.	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	All Care Medical employment is voluntary, with clear contractual terms and regulated working conditions that prevent any form of forced labor.	
Innovation and Digital Transformation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Innovation & Digital Transformation	84 to 89
Community Engagement			
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Contribution To Society	71 to 75
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs		
	413-2 Operations with significant actual and potential negative impacts on local communities	Care Medical doesn't have any operations with significant actual or potential negative impacts on local communities.	
Waste Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Waste Management	80
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		
	306-2 Management of significant waste-related impacts	Hazardous and Pharmaceutical Waste Management	
	306-3 Waste generated	Annual Waste Generation by Type – 2024	80



GRI Standard	Disclosure	Page number(s), links and/or direct answer	
		Section	Page
Energy Efficiency			
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Efficiency & Management	78, 79
	302-1 Energy consumption within the organization	Total Energy Consumption in 2024	79
GRI 302: Energy 2016	302-3 Energy intensity	Energy Intensity	79
	302-4 Reduction of energy consumption	Electricity Cost Reduction	79
Water Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management	81
GRI 303: Water and Effluents 2018	303-5 Water consumption	Water Consumption	
Air Emissions and Climate Change			
GRI 3: Material Topics 2021	3-3 Management of material topics		
	305-1 Direct (Scope 1) GHG emissions	Care Medical is actively working toward the disclosure and validation of its greenhouse gas emissions data in upcoming reporting cycles. Nonetheless, the company has a comprehensive Environmental Policy in place outlining its goals and strategies to minimize environmental impact. See also: Environmental Licensing and Regulatory Alignment and Quality Environment sections.	77, 82
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		
305-5 Reduction of GHG emissions			



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