



Our Hospitals Caring With every **heartbeat**

Sustainability Report 2025

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



King Salman Bin Abdulaziz Al Saud

The Custodian of the Two Holy Mosques



Prince Muhammad Bin Salman Bin Abdulaziz Al Saud

His Royal Highness, Crown Prince and Prime Minister
of the Kingdom of Saudi Arabia

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About This Report

National Medical Care Company (Care Medical) is proud to present our third annual Sustainability Report. As a leading healthcare provider in Saudi Arabia, our mission has always extended beyond clinical excellence to include a profound responsibility toward our communities, our people, and the environment.

This 2025 edition marks a pivotal maturation in our Environmental, Social, and Governance (ESG) journey. Building upon the foundational disclosures of our previous two reports, this year represents a deliberate shift from establishing sustainability concepts to executing systematic, data-driven performance management.

Elevating Data Quality through Facility-Level Reporting

A primary objective for our 2025 reporting cycle was enhancing the granularity and reliability of our ESG metrics. We transitioned to a facility-level disclosure model to achieve this goal. While Care Medical operates six hospitals, we specifically defined our sustainability reporting scope to include five of these facilities for this year.

We implemented a highly structured approach to data collection across these five locations. Our teams standardized internal reporting mechanisms and data-gathering frameworks, which significantly enhanced the quality of the information we disclosed. This structural enhancement ensures our stakeholders receive a transparent, accurate, and comparable view of our operational realities.

Establishing Our Environmental Baseline

We officially establish 2025 as our baseline year for Greenhouse Gas (GHG) emissions. This is a necessary operational step that enables us to accurately measure our current environmental footprint, set credible reduction targets for the future, and support Saudi Arabia's national climate ambitions.

Reporting Standards & Frameworks

This report has been prepared in line with the Global Reporting Initiative (GRI) Standards. To accurately measure our environmental impact and establish our 2025 emissions baseline, we have also adopted the Greenhouse Gas (GHG) Protocol for carbon accounting.

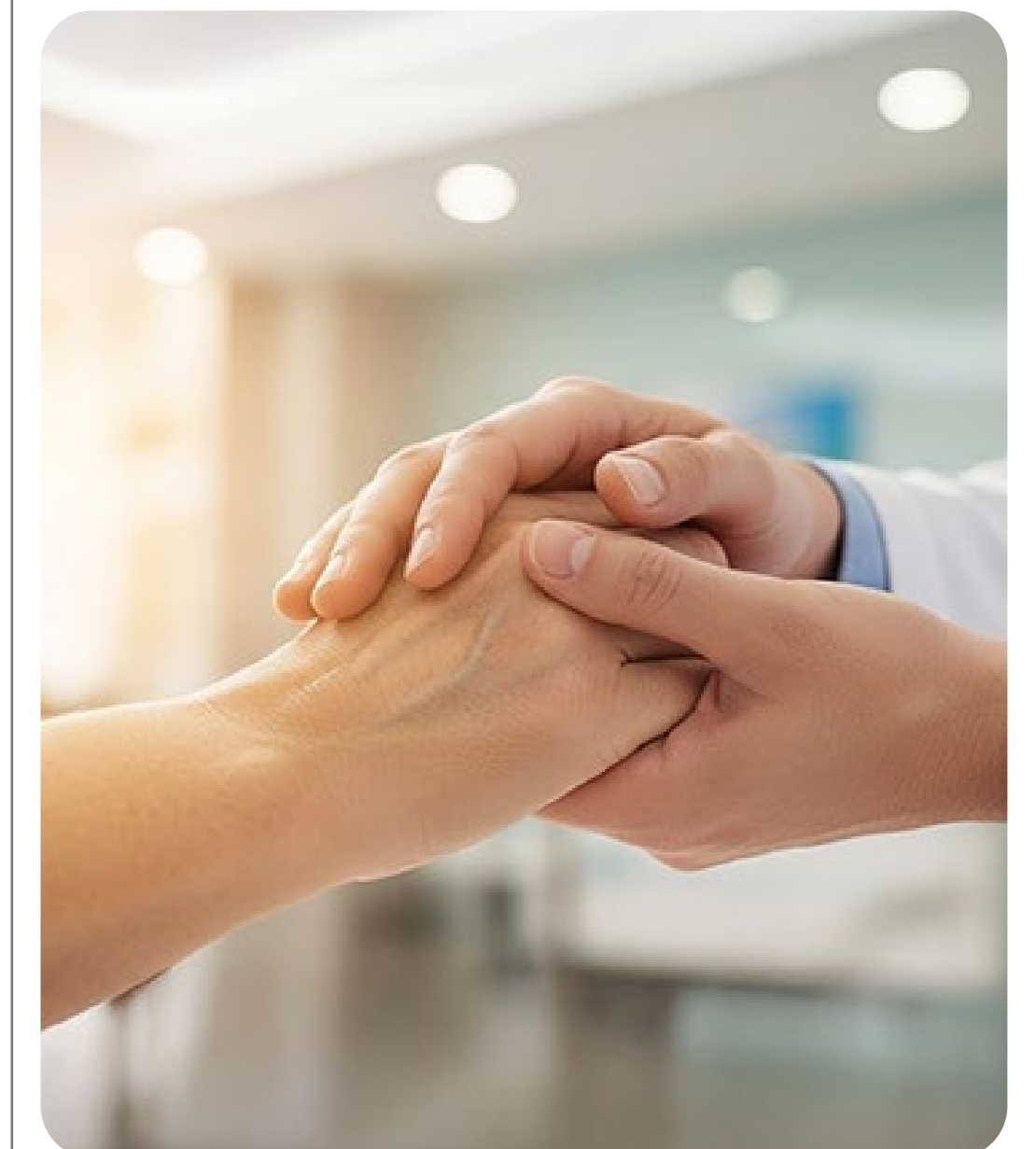
Our operational policies are guided by the United Nations Global Compact (UNGC), integrating its core principles on human rights, labor, environment, and anti-corruption into our daily practices. Our broader sustainability strategy actively supports the United Nations Sustainable Development Goals (SDGs), particularly in areas where our clinical and operational scale can make a tangible difference.

Crucially, all our ESG initiatives, data tracking, and future targets are deeply aligned with Saudi Vision 2030 and national healthcare priorities. All of our ESG data and initiatives are aligned with the national healthcare priorities, actively supporting the transformation goals of Saudi Vision 2030.

Reporting Scope and Boundaries

This report details the comprehensive sustainability performance of National Medical Care Company (hereinafter referred to as "Care Medical" for the reporting period of January 1 to December 31, 2025, unless otherwise indicated.

The scope of the data, both quantitative and qualitative, accurately reflects the consolidated operations of our five core hospital facilities in the Kingdom of Saudi Arabia: Care Medical Al Rawabi (CMR), Care Medical Al Malaz (CMM), Care Medical Al Salam (CMS), Care Medical Jiwari (CMJ) and Care Medical Al Balad (CMB). 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.





A Message From Our CEO

Building a Sustainable Future for Healthcare Delivery

As Saudi Arabia advances its Vision 2030 healthcare objectives, the demands placed on the national infrastructure are evolving rapidly. As a foundational provider in the Kingdom, Care Medical recognizes that our responsibility extends beyond the immediate delivery of medical services. We are tasked with building a sustainable, self-sufficient healthcare ecosystem by holding ourselves strictly accountable to the sustainability standards that protect our communities, empower our national workforce, and guarantee the operational stability of our hospital network.

During 2025, our primary mandate was to meet the Kingdom's growing healthcare needs without compromising the quality of our care. Through a highly disciplined expansion strategy, we successfully absorbed this escalating demand, serving over 985,000 patients, a 33% increase from the previous year while maintaining strict clinical oversight. This operational resilience directly fueled our financial growth, increasing total revenues by 23.7% to SAR 1,600.4 million.

This 2025 Sustainability Report details how Care Medical translates these national priorities into measurable action. To accelerate our impact and drive structured sustainable performance, we have

formed a dedicated Sustainability Committee. Composed of our expert leadership, this committee effectively monitors our ESG performance, enhances accountability, and ensures that sustainability criteria are structurally embedded into our hospital administration and patient care protocols. This integration ensures that our environmental oversight, human capital development, and corporate governance directly support our long-term clinical resilience.

A primary objective for this reporting cycle was enhancing the granularity and reliability of our ESG metrics. To achieve this, we transitioned to a facility-level disclosure model, implementing a highly structured approach to data collection across five out of our six operating hospitals. We plan to expand this scope in future reporting cycles by including the ReLib Mental Health facility in our ESG reporting. We also focused on standardizing our internal reporting mechanisms, and as a result, we significantly enhanced the quality of the information disclosed this year.

Crucially, we are officially establishing our 2025 Greenhouse Gas (GHG) emissions baseline, a foundational step in measuring our carbon footprint and aligning with the Kingdom's climate ambitions.

None of this progress would be possible without the relentless dedication of our clinical staff, executive management, and administrative teams. Their commitment to patient safety and operational integrity is the true engine of our sustainability.

As we look toward 2026, Care Medical remains steadfast in its mission. We will continue to drive cross-functional efficiency, elevate our standard of care, and prove that responsible governance and clinical excellence are the dual pillars of a truly sustainable healthcare institution.

Thank you for your continued trust and partnership.

Sincerely,

Dr. Abdulaziz Saleh Alobaid

Managing Director & Chief Executive Officer
Care Medical





A Message from Our Sustainability Committee Chairman

Our Mandate for Responsible Care

At Care Medical, we are proud that sustainability has become an essential driver of our clinical excellence and operational growth. We view our ESG commitments as the practical foundation for how we manage risk, govern our facilities, and ensure the long-term safety of every patient we serve.

When we established the Sustainability Committee, our objective was accelerating operational integration of ESG criteria into our daily operations. Functioning as the primary body responsible for guiding Care Medical's ESG agenda, our mandate is to ensure that sustainability standards are built directly into our clinical and administrative decision-making.

We brought together clinical, operational, human resources, and compliance leadership to bridge the gap between corporate strategy and hospital-level implementation. We work directly with departments across our network to identify material priorities, monitor key performance indicators, and drive initiatives that generate a measurable environmental and social impact. Our primary focus remains the translation of our six strategic sustainability pillars into the daily workflows of our hospitals.

The Committee also plays a direct role in guiding the development of our annual Sustainability Report to ensure that our disclosures are grounded in verifiable progress. Our focus for the 2025 reporting cycle was to elevate data quality by transitioning to a facility-level reporting model, providing our stakeholders with a highly reliable and standardized view of our operational realities.

The integration of these ESG principles into our daily workflows allows us to protect our patients, empower our workforce, and build a resilient healthcare network we can rely on for decades to come.

Dr. Bader Sager Alotaibi

Chief Medical Officer & Chairman
of the Sustainability Committee
Care Medical





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Overview

Care Medical At A Glance

Our Story

Headquartered in Riyadh, Care Medical is a leading Saudi healthcare company with a strong and expanding footprint across the Kingdom. We deliver comprehensive clinical solutions through an integrated network of six medical facilities spanning three cities. To ensure the highest standard of patient care, our core hospital operations are actively supported by specialized platforms in healthcare education, research, and behavioral health.

Pioneering Patient-Centric Care

For 59 years, Care Medical has contributed to the development of Saudi Arabia’s private healthcare sector. Established to deliver accessible and high-quality healthcare, the Company has evolved from a local provider into an integrated healthcare network that serves a wide range of patient needs. Its growth reflects both a longstanding clinical legacy and an ongoing commitment to service development and improvement.

Care Medical continues to place patients at the center of its care model, with a focus on delivering compassionate, effective, and value-based healthcare as the organization grows. This approach supports the Kingdom’s changing healthcare priorities and aligns with the ambitions of Saudi Vision 2030.

Today, Care Medical operates six hospitals across three cities, with a total capacity of 1,178 beds. This network enables the delivery of acute, inpatient, and outpatient services at scale. In 2025, the Company continued to manage significant clinical volumes across its facilities while maintaining strong utilization across the network.

Sustaining this level of clinical activity requires a skilled workforce, supported by strong governance and a consistent focus on quality. Our operations are delivered by 3,625 professionals, including 403 physicians and 1,488 nurses, providing specialized care across more than 40 medical disciplines. We remain mindful of our role in supporting the future development of the national healthcare sector. Through Care Academy, we support the training of more than 13,000 students and interns each year, develop the next generation of Saudi healthcare professionals.

Our Identity

This philosophy drives the daily operations across Care Medical’s integrated network. We believe that true healthcare excellence requires a balance of advanced clinical capabilities and genuine human empathy. At Care, we prioritize patient-centric solutions, we ensure that our facilities provide a safe, supportive, and healing environment. Behind every medical metric and operational milestone is a patient trusting us with their health, and our infrastructure is designed to honor that trust at every touchpoint.



Care Hospitals

A Growing Platform for Clinical Excellence

In 2025, Care Medical recorded growth across its key hospital activity indicators, reflecting continued demand and the integration of additional clinical capacity. Total patient visits increased by 33% year on year to 985,088, supported by a 39% rise in inpatient admissions and a 23% increase in surgical procedures.

During the year, facility utilization also improved across the network. Average bed occupancy increased from 68% to 83%, representing a 15 percentage point increase, while physical bed capacity expanded by 4%. This improvement was supported by strong occupancy levels at our Riyadh facilities, with AlRawabi and AlMalaz reaching 93% and 89%, respectively. Care Medical AlSalam recorded an occupancy rate of 81% in its first full year of operations, while Care Medical AlBalad in Jeddah operated at full capacity.

This increase in activity was accompanied by continued attention to operational and clinical performance. Outpatient pharmacy wait times were reduced to an average of 3.5 minutes, medication error rates declined to 0.98%, and overall patient satisfaction scores at our main Riyadh hospitals reached 84%.

Our impact in Numbers

985,088

Total Patient Visits (+33% YoY)

3.5 Min.

Average Pharmacy Wait Time (Down from 6.35 mins in 2024)

30,770

Inpatient Admissions (+39% YoY)

84%

Average Patient Satisfaction Across Network

954,318

Outpatient Visits (+32.48% YoY)

0.98%

Medication Error Rate (Down from 1.90% in 2024)

24,740

Surgical Procedures (+23% YoY)

96%

EMR Compliance Rate

83%

Average Bed Occupancy (+15 ppts)

Quality Governance and Accreditations

Our care model is supported by a structured quality framework designed to maintain consistent clinical and operational standards across our facilities. Care Medical’s operational platform and clinical services are guided by adherence to national and international quality standards and supported by relevant facility and program accreditations. These accreditations provide independent recognition of our compliance practices, risk management approach, and the standards applied to patient care across our network.

Clinical Excellence & Patient Safety

Validating the highest standard of specialized care and patient outcomes across our network.



Governance, Compliance & Risk Management

Ensuring institutional resilience, financial accountability, and regulatory alignment.



Workplace Culture & Social Responsibility

Investing in our human capital and maintaining our commitment to the broader community.



Digital Transformation & Industry Leadership

Future-proofing our medical infrastructure and benchmarking against global peers.



An Integrated Healthcare Network

As our network continues to evolve, this footprint strengthens our ability to respond to changing patient needs while supporting the broader development of healthcare capacity in the Kingdom. Its impact is reflected not only in the scale of our operations, but also in the reach, accessibility, and continuity of care across the communities we serve.



Established
1966

Established
1990

Established
2016

Acquired
2023

Acquired
2023

Acquired
2024

Established
2024

Under
Construction

Our Legacy: Six Decades of Clinical Evolution

Since 1966, Care Medical has grown from a single private facility into a healthcare provider serving the Saudi community through a diversified portfolio of medical facilities. Over six decades, the Company has expanded its clinical network, reinforced its corporate foundations, and developed a broader range of specialized services through a series of significant milestones. This legacy reflects Care Medical’s continued growth and its longstanding contribution to the development of Saudi Arabia’s healthcare sector.



¹ The bed capacity reflects the number of operational bed available at the end of each respective year. The figures for 2028 and 2030 represent the anticipated number of beds as of those year-ends.

Our Corporate Strategy

Care Medical's strategy is guided by a clear objective, to support the development of healthcare services in Saudi Arabia through the delivery of patient-centered care and sustainable growth. Built upon six decades of clinical legacy, our approach focuses on maximizing our operational scale, strengthening our clinical quality, and creating long-term value for patients, partners, and shareholders.

In response to growing national demand, our growth strategy is designed to balance capacity expansion with efficient utilization. We are strengthening our core footprint in Riyadh, including the AlNarjis development, while selectively extending our presence in Makkah and Jeddah. We are also expanding access to specialized services in areas of unmet need, including mental health rehabilitation, long-term care, and emergency services, supported in part by the launch of the ReLib brand.

At the same time, we are working toward a more integrated operating model across our network to improve clinical coordination, support centers of excellence, and enhance institutional efficiency. This approach is intended to support more consistent service delivery and long-term value for patients, partners, and shareholders.

Our corporate strategy is structured around three core pillars that guide its long-term growth, operational priorities, and engagement with stakeholders.

Performance

Driving Sustainable growth through market out-performance, improved profit margins, and diversified revenue streams.

People and Organization

Building a high-performing organization by enhancing employee satisfaction, strengthening market positioning, and enabling an integrated structure.

Patients and Partners

Delivering better healthcare outcomes by improving patient satisfaction and strengthening Care Medical's position as a trusted government partner.



“

Our strategy is designed to balance capacity expansion with the consistent delivery of high clinical standards. As we continue to grow our footprint, we are also focused on building a more sustainable and responsive healthcare model in the Kingdom.

”

Leading Sustainable Financial Growth

In 2025, Care Medical delivered stable financial results, reflecting the resilience of our business model and the consistent execution of our strategic priorities. Throughout the year, we invested in enhancing our clinical infrastructure and improving operational efficiency to strengthen our ability to deliver high-quality care across our network.

Our financial position demonstrates a solid foundation for sustainable growth, allowing us to invest in the capabilities, services, and systems required to meet the Kingdom's evolving healthcare needs. These efforts were focused on advancing clinical excellence and nurturing a culture centered on patient care across our facilities.

2025 Financial Highlights

In 2025, Care Medical delivered strong year-on-year growth across its key financial indicators. Total revenues increased by 23.7% to ₪ 1,600.4 million, while EBITA grew by 23.3% to ₪ 465.2 million, continued margin strength. Net profit also increased by 8.1%, reaching ₪ 318.5 million at year-end.

The Company maintained a solid balance sheet throughout the year. Total assets increased by 10.9% to ₪ 2,770.9 million, and total equity grew by 13.7% to ₪ 1,849.2 million.

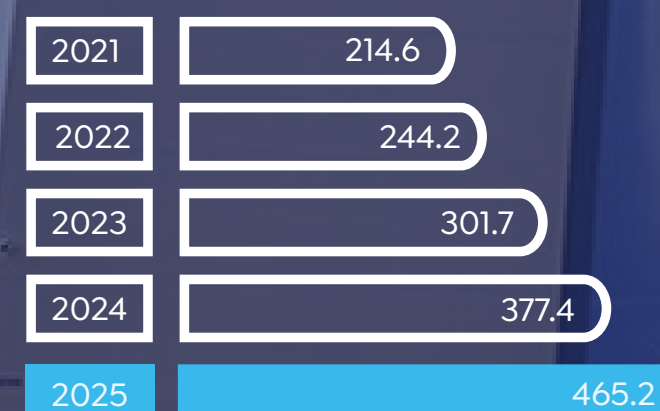
Total Assets **+10.9%**

million ₪



Earning before Interest, Taxes and Amortization (EBITA) **+23.3%**

million ₪



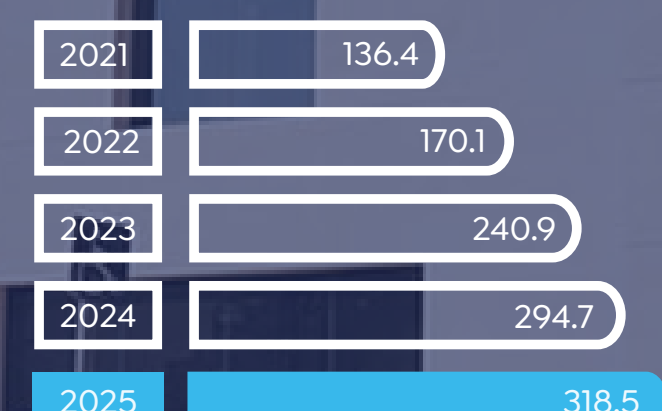
Total Equity **+13.7%**

million ₪



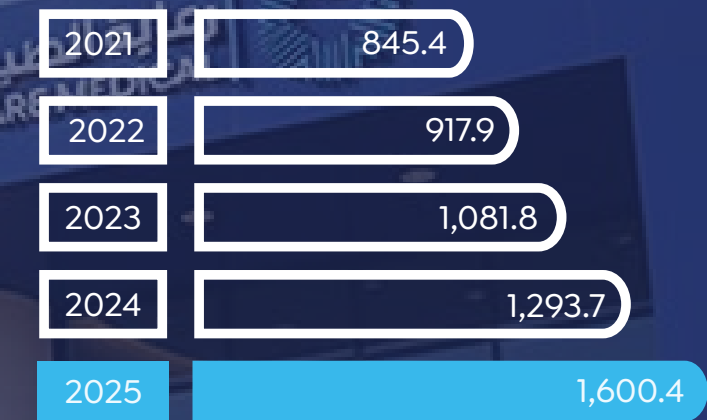
Net Profit **+8.1%**

million ₪



Revenues **+23.7%**

million ₪



2025 Operational and Strategic Progress

In 2025, Care Medical advanced its strategic objectives and executed a structured growth strategy that successfully enabled our network to achieve harmonized strong operational outcomes and effectively manage the increased patient volumes throughout the year. Our efforts were targeted towards infrastructure expansion and advancing technological integration to drive sustainable financial growth and ultimately meet the Kingdom's evolving healthcare needs.

Operational Efficiency and Clinical Volume

83%

Average bed occupancy improved to 83% in 2025 (2024: 68%), indicating stronger inpatient utilization.

+23%

Surgical Procedures

+33%

Total Patient Visits

+39%

Hospital Admissions

Strategic Infrastructure Expansion

We expanded our physical footprint in 2025 to meet growing healthcare demand through both acquisition integration and new development. Following its rapid operational integration, Care Medical AlSalam Hospital achieved an 80% bed occupancy rate and recording peak clinical and emergency room visits by year-end.

The development of the new AlNarjis hospital in northern Riyadh remains on schedule. Phase 1 is targeted to launch in early 2028, further positioning Care Medical to serve the capital's evolving healthcare needs.

Nursing Excellence and Retention

Empowering our nursing workforce was a primary strategic pillar in 2025, focusing heavily on enhancing clinical capabilities and improving nurse retention. To champion this initiative on a global scale, Care Medical hosted the inaugural International Nursing Conference. The event convened over 350 healthcare experts to explore the critical role of nursing innovation in driving superior clinical outcomes and long-term operational sustainability.

As a key pillar of our 2026 strategy refresh, Care Medical is partnering with Siemens Healthineers to advance technology-driven healthcare in the kingdom.

By adopting Healthineers' Enterprise Solution model, we will unify our medical systems and technologies, ensure stable and reliable performance levels, enhance our patients' experience improve clinical outcomes, and reduce costs.





Patient Safety

Care Medical AI Rawabi

0.96 HAI Rate

Surpassing the 1.5 safety benchmark

Care Medical AL Malaz

- 2.10 HAI Rate

Care Medical Jiwar

- 0.16 HAI Rate
- Zero Patient Falls
- 100% Accuracy in Patient ID

Care Medical AI Salam

- 1.3 HAI Rate
- 3.7% OR Cancellation Rate
- Zero Needle-Stick Incidents

Care Medical AI Balad

- 1.80 HAI Rate
- 69.4% Reduction In medication double-check failures
- 100% Complaint Management
- Controlled Pressure Injuries 0%
- Controlled Blood Culture Contamination
- 0% Medication Discontinuation Errors

Patient Experience

Care Medical AI Rawabi | Care Medical AI Malaz

- 85 Satisfaction Mean at CMR & CMM
- 609,423 Surveys Distributed by CMR & CMM
- 90% Complaint Resolution Rate by CMR & CMM

Care Medical Jiwar

- 98% Overall Satisfaction
A significant increase from 91% in 2024.
- 3,144 Survey Participants
- 100% Resolution of Recorded Complaints

Care Medical AI Salam

- 93% Overall Satisfaction at CMS
- 259% Increase in Survey Participation at CMS
- <30 Minute OPD Wait Times at CMS
- 100% Complaint Resolution in 72 Hours by CMS

Care Medical AI Balad

- 75% Food Service Satisfaction
- 63% Nursing responsiveness Rate
up from 58% in 2024.
- 100% Resolution of Recorded Complaints

Clinical Excellence

Care Medical AI Rawabi

- 399,008 Patients Served
- 385,314 Outpatient Visits
- 10,818 Surgical Procedures
- 37% Reduction in ALOS
- 81% Network Bed Occupancy
- 38.6% Increase in Home Healthcare

Care Medical AI Balad

- 99.95% Occupancy Rate
- 63,840 Total Patient Days
- 4,166 Home Healthcare Visits
- 3,840 Dialysis Outpatient Visits
- 175-Bed Operational Capacity
- 5.4% Increase in the Care Executive Health Program

Care Medical AI Malaz

- 234,643 Total Patients Served
- 224,619 Outpatient Visits
- 9,141 Surgical Procedures

Care Medical AI Salam

- 54% Increase in Patient Volume
- 59% Growth in OPD Visits
- 50% Leap in Surgical Activity
- 50% Rise in Inpatient Days Reached 28,404 days
- 26-Point Jump in Average Bed Occupancy

Care Medical Jiwar

- 12,649 Patients Served
- 12,226 Outpatient Visits
- 1,813 Inpatient Days
- 26 New ICU Beds



2025 ESG Highlights

Digital Security and Data privacy

0

Confirmed data breaches, privacy violations, or cybersecurity incidents.

100%

Clean security record maintained across all digital healthcare networks.

1,678

Employees trained in advanced cybersecurity and data privacy protocols.

80%

Overall workforce completion rate for annual security training.

6

Dedicated cybersecurity awareness sessions conducted.

Diversity and Inclusion

33.6%

Overall Saudization rate

57.3%

Female workforce representation

19

Employees with disabilities, making up 0.68% of our inclusive team

Talent Acquisition and Retention

890

Total New Hires

477

New Female Hires

495

Youth Hires

24.26%

Overall Hiring Rate

9%

Turnover Rate

Employee Satisfaction

89%

Satisfaction rate among foreign employees.

82%

Satisfaction rate among Saudi employees

Care Medical Academy

196

Total Courses Delivered

3,244

Healthcare Professionals Trained

Tamheer Program

189

Total Program Beneficiaries in 2025.

186 Trainees

Successfully Transitioned to Full-Time Roles

62.90%

Female Hires vs 37.10% male hires in 2025

117

Saudi Women Hired through Tamheer Program in 2025.

Occupational Health and Safety

0

Recordable Injuries

0

Fatalities

0

Lost-Time Injuries (LTIR)

1,410 employees trained

and 7 major emergency drills conducted.

Environment

Baseline Established

Completed our 1st Greenhouse Gas (GHG) emissions calculations across all 5 operating hospitals.

Corporate Social Responsibility

700,000+

Beneficiaries Reached Through CSR Initiatives

50+

CSR Initiatives

2 million+ ₪

Allocated to CSR Initiatives

200+

Employees Participated in Volunteering Initiatives

15+

Health & Awareness Campaigns

650 hours

Total Volunteer Hours

ReLib Mental Health

1,612 Total Participants Reached

Across Specialized Programs

1,798

Total Patients Served

1,599

Outpatient Visits

199

Inpatient Admissions

177

Patients Recovered Without Relapse (out of 199)

936

Insured Patients Supported Through Improved Access

45

Home-Based Mental Healthcare Cases Managed

Awards and Strategic Partnerships

Across our network, Care Medical hospitals continue to be recognized for their commitment to clinical excellence, patient experience, and community impact. Below are the key milestones, accreditations, and strategic partnerships achieved by our facilities in 2025.



In 2025, Care Medical Al Rawabi received several recognitions in patient experience, quality, nursing, and community engagement, highlighting the impact of its work across core areas of care delivery.

Patient Experience

The hospital received the Patient Experience Award (2025) and the Saudi Customer Experience Award, recognizing efforts to improve the patient journey and create a more responsive and supportive environment for patients and their families.

Quality and Population Health

Al Rawabi also received the CHI Quality Award for its performance in clinical safety, data governance, and operational processes. The Daman Population Health Award acknowledged its work in supporting broader health outcomes through a proactive and data-informed approach to care.

Nursing Excellence

The hospital's nursing teams received six regional and international awards: the Health Impact Award, MODSH Award, Sigma Award, ANCC Award, NCPD Award, and the Planetree Spirit Award. These awards speak to the strength of nursing practice, ongoing professional development, and a patient-centered approach to care.

Community Partnerships

In 2025, Al Rawabi continued its partnership with Al-Nassr Saudi Club to support community health awareness through sports medicine. It also maintained and expanded collaborations with charitable organizations, helping extend healthcare education, support, and resources to wider community groups.



Care Medical Al Malaz continued to strengthen its position in specialized care throughout the year while also expanding its commercial activities.

Excellence in Specialized Care

One of the hospital's notable achievements during the year was being named Best Private Hospital for Cardiac and Rehabilitation Services in Saudi Arabia (2025) by the Global Business Outlook (GBO) Awards.

Operational Leadership

Al Malaz also achieved second place in the Organizational Excellence Award for Performance Improvement Projects among private-sector hospitals in the Riyadh. In addition, it received recognition for Best Leader in Financial and Operational Services for Hospitals.

Commercial Growth and Partnerships

During the year, the hospital expanded its corporate and insurance relationships through new outpatient and referral agreements. These arrangements supported patient volume growth and strengthened its presence within the insurance segment.

Innovating Corporate Health Solutions

Al Malaz also launched a new Occupational Health program to serve corporate partners and respond to workplace health needs. This addition broadened the hospital's service offering and supported the development of longer-term relationships with business clients.



Strategically located to serve pilgrims, Care Medical Jiwar played a vital, widely recognized role in supporting national health infrastructure during the Hajj 1446 AH season.

National Commendations for Hajj Support

The hospital received official recognition from the Ministry of Health for its participation in the Muzdalifah Project during Hajj 1446 AH. It was also commended by the Saudi Red Crescent Authority for its support during the Hajj season.

Strategic Hajj & Medical Partnerships

During the year, Care Medical-Jiwar entered into cooperation agreements to provide medical coverage and supervision for pilgrims from several international Hajj missions.

The hospital also worked with national entities through partnerships with the Ministry of Health in support of the Muzdalifah Project and with the Saudi Red Crescent Authority during the Hajj season.

Community Welfare & Pilgrim Care

In addition, Jiwar partnered on health and volunteer initiatives and collaborated with Nusuk to provide medical benefits for Nusuk cardholders.



Al Balad reinforced its status as a highly governed, internationally accredited institution with a top-tier workplace culture.

Workplace Recognition

In January 2025, the hospital received Great Place to Work® recertification for the third consecutive year. This recognition was based on independent employee feedback covering areas such as trust, leadership, and fairness, and points to continued attention to the working environment across the hospital.

Laboratory and Clinical Quality

In June 2025, Care Medical - Al Balad achieved CAP reaccreditation for the third year, with the College of American Pathologists confirming continued compliance with internationally recognized standards in laboratory quality and clinical governance. In July 2025, the hospital also received AABB reaccreditation for the second year, confirming adherence to recognized practices in blood transfusion services and patient safety.

National Accreditation

In August 2025, Care Medical - Al Balad maintained both CBAHI and CBAHI ESR reaccreditation, marking its third general accreditation and fourth ESR accreditation. These reaccreditations indicate continued alignment with Saudi regulatory requirements in clinical care and operational governance.

2025 Awards

**Population Health Management
Award (Private Hospitals)**

**Pioneers of Preventive Impact
Award (Population Health
Management Program)**

Council of Health
Insurance



**Best Private Hospital for
Cardiac and Rehabilitation
Services**

**Best Hospital for Financial
and Operational Services**

Global Business
Outlook Awards



**Award for Innovation
in Health & Wellness
(Silver)**

Stevie Awards



**Helen Henry Excellence
of Care Award**

Sigma Theta Tau International
Biennial Convention



Nursing Leadership in Health Policy Award

HealthImpact Institute in partnership
with the DAISY Foundation

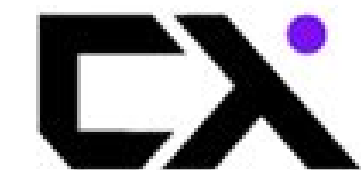


Best Patient Experience (Silver)

**Best Business Change and Strategy
Transformation (Silver)**

**Employees at the Heart of
Everything (Bronze)**

Saudi Customer
Experience Awards



**Corporate Governance
Excellence Award**

Alfaisal University



CGC
Corporate Governance Council

**Kingdom Governance
Team of the Year**

Corporate World Intelligence (CWI)
GRC Revolution Forum



CSR Awards 2025 (Gold)

Saudi Ministry of
Human Resources and
Social Development



2025 Partnerships Outlook

During 2025, Care Medical bolstered its approach to strategic partnerships by forming high-quality collaborations with academic, healthcare, technology, and community entities to support the development of the healthcare ecosystem, enhance service efficiency, empower national talent, and align with the objectives of Saudi Vision 2030.

Key partnership initiatives in 2025

Primary Healthcare Charity Society

Signed a MOU to enhance cooperation in healthcare service delivery and training during the Hajj and Umrah seasons, support community initiatives, and improve the patient experience.

Diagnostic Experts Company

Entered into a cooperation agreement to develop diagnostic and healthcare services, enhance the patient experience, and improve medical service efficiency.

Saudi Red Crescent Authority

Signed a Memorandum of Cooperation to enhance emergency medical and ambulance services in the Holy Mosque and Central region, improve coordination, and accelerate response times for serving pilgrims.

Ithraa AlDiyafa Holding

Signed a MOU to exchange expertise and develop operational and community initiatives to support service quality improvement and partnership sustainability.

ST&T International Pte Ltd

Entered into a cooperation agreement to provide integrated medical services for pilgrims in the Central region, including general examinations, specialized consultations, and intensive care services.

Jabal Omar Digital Center

Signed a cooperation agreement to support digital transformation and develop technical systems across Care Medical facilities to enhance operational efficiency and performance quality.

Health Trip Company

Established a partnership to boost medical tourism services and provide integrated treatment experiences for patients inside and outside the Kingdom.

DataFlow Services Company

Signed a cooperation agreement to refine data quality for medical and administrative staff and support the preparation of qualified healthcare professionals in full alignment with the sector's requirements.

SHRM MENA

Signed a MOU for training and leadership development in HR through accredited professional programs and certifications.

National Council for Occupational Safety and Health

Signed a MOU to improve workplace quality using training, research, consultancy services, and awareness campaigns.

Response Plus Holding PJSC

Entered into a cooperation agreement to enhance healthcare services and patient transportation in Riyadh and Makkah, and to improve coordination among healthcare organizations.

King Faisal Specialist Hospital International

Signed a MOU for medical research, biostudies, and clinical research, including the establishment of a bioequivalence center.

Council of Health Insurance

Signed a MOU for cooperation in research, training, digital transformation, and data analytics, supporting value-based healthcare and AI initiatives.

Samsung Medison

Signed a MOU for medical imaging solutions, training, workshops, and to introduce advanced technologies to the Saudi market.

Oncoclinics

Entered into a cooperation agreement to organize patient referral processes in oncology, critical care, and emergency services, for optimal clinical outcomes.

King Saud University

Signed a partnership agreement to train and qualify graduates using specialized practical programs aligned with labor market needs.

Princess Nourah bint Abdulrahman University

Signed a cooperation agreement under the Tamkeen Program to enhance practical training and empowerment opportunities for female students and graduates, develop specialized healthcare programs, and raise health awareness.

Al-Nahda College

Signed a cooperation agreement to train and qualify students and healthcare practitioners through clinical programs, workshops, and scientific courses.

Umm Al-Qura University

Signed a cooperation agreement to develop training and qualification programs and enhance students' skills, supporting the preparation of competent national talent.



02

01 Corporate Governance

02 Business Ethics

03 Risk Management

04 Our Approach to Compliance

05 Digital Security & Data Privacy



Responsible Governance

Corporate Governance

Our Approach to Responsible Healthcare

Care Medical is guided by a highly qualified Board of Directors designed to deliver objective oversight and decisive strategic leadership. The Board’s composition is deliberately balanced to uphold the highest standards of institutional integrity, with key responsibilities that include defining our corporate mission, ensuring rigorous compliance, and holding executive management accountable to long-term performance goals.

Board of Directors

As of December 31, 2025, Care Medical is governed by a 9-member Board. This includes a strong independent majority with five Independent Directors, operating alongside three Non-Executive Directors and one Executive Director.

Additional insights into our leadership framework, board activities and shareholder information can be found within the 2025 Annual Report.

5

Independent directors

11%

Women Representation in Board of Directors



Mr. Ahmed Wazaa Alqahtani
Chairman (Non-executive)



Mr. Faraj Saad Al-Gabani
Vice Chairman (Non-executive)



Mr. Sami Suliman Alkhasan
Member (Independent)



Ms. Mai Mohamed Al Hoshan
Member (Independent)



Mr. Bader Fahad AlAthel
Member (Non-executive)



Dr. Salman Abbas Rawaf
Member (Independent)



Eng. Bandar Sanad AlDahmashi
Member (Independent)



Eng. Bader Ali AlRabiah
Member (Independent)



Dr. Abdulaziz Saleh Alobaid
Member (Executive)

Board Committees

Care Medical Board of Directors operates through three specialized committees fully aligned with the applicable national laws of the Kingdom of Saudi Arabia and key governance frameworks. Each committee functions under a strict, Board-approved mandate, dedicating focused attention to critical operational and financial domains. This framework allows the Board to effectively manage enterprise risk, uphold financial integrity, and drive sustainable returns for our shareholders.

Executive Committee

Comprising four members, the Executive Committee held 11 meetings in 2025 to function as the Board’s active operational arm. It is responsible for rigorously monitoring the execution of corporate strategies and ensuring strict alignment with approved operational plans and budgets. The committee systematically oversees financial performance, evaluates the economic feasibility of capital investment proposals, and addresses urgent operational matters. Additionally, it conducts periodic reviews of the organizational structure to identify efficiency improvements, ensuring seamless business continuity and driving sustainable growth.

Audit Committee

Comprising three members with specialized financial and risk management expertise, the Audit Committee held five meetings in 2025. It is tasked with safeguarding the Company’s financial and regulatory integrity. The committee directly oversees all internal and external audit activities, rigorously validates the accuracy and transparency of financial reporting, and evaluates the independence and overall performance of the external auditor. Furthermore, it continuously monitors the effectiveness of internal control systems and enterprise risk management frameworks to ensure strict compliance with regulatory standards and the protection of corporate assets.

Nomination and Remuneration Committee

Comprising three members, the Nomination and Remuneration Committee held three meetings in 2025 to govern leadership continuity and compensation strategy. It is responsible for establishing clear, governance-aligned criteria for Board and executive appointments, and for submitting precise recommendations regarding the nomination or re-nomination of candidates. The committee also develops, reviews, and enforces comprehensive remuneration policies that link compensation directly to institutional performance. By promoting transparency in remuneration and fostering the retention of top-tier talent, the committee ensures the Company is guided by exceptional leadership.

Executive Management

In 2025, Care Medical’s Executive Management team comprised eight seasoned professionals who leverage their extensive industry expertise to execute the Board’s strategic vision. This leadership group is strictly focused on optimizing hospital network efficiency, tracking rigorous clinical and financial performance metrics, and integrating continuous innovation directly into patient care. Additional insight regarding the executive team’s expertise and accomplishments can be found in the 2025 Annual Report.



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



Eng. Adel Attallah Aljabartti
Executive Director, Governance, Risk Management and Compliance

Business Ethics

Core Ethics and Business Conduct

Our Code of Business Conduct and Ethics establishes the foundational professional standards expected of all employees, executives, and board members. Periodically reviewed by the Board, this framework ensures all operations strictly comply with the laws of the Kingdom of Saudi Arabia. Under this code, board members and executives are mandated to act in the best interests of the Company, while all employees must avoid conflicts of interest, safeguard confidential information, and exercise diligence and loyalty. Furthermore, Care Medical explicitly prohibits bribery, harassment, falsification of records, and the misuse of authority, with severe disciplinary actions enforced for any violations. To support these standards, employees are required to use company assets responsibly, protecting all physical and digital resources from misuse.

Anti-Bribery, Anti-Corruption, and Financial Integrity

To safeguard our financial integrity and ensure strict regulatory compliance, Care Medical enforces comprehensive frameworks governing financial conduct. We maintain a zero-tolerance policy for bribery, requiring that all gifts, sponsorships, and charitable donations exceeding SR 100 undergo strict pre-approval and disclosure. Political and charitable contributions must be non-cash, pre-approved, recorded in official bank records, and publicly disclosed. To further mitigate financial risk, we mandate rigorous due diligence procedures for all third parties and suppliers, alongside quarterly, organization-wide corruption risk assessments to proactively identify vulnerabilities. Additionally, our Anti-Money Laundering (AML) and Counter-Terrorist Financing protocols employ risk-based screening procedures and internal control monitoring systems to detect suspicious transactions or illicit activities.

Whistleblowing and Ethical Reporting

Transparency at Care Medical is supported by a secure environment where individuals can report concerns without fear. Our Whistleblowing Policy covers a broad spectrum of violations, including fraud, abuse of power, environmental violations, and the misuse of assets. Employees and stakeholders can report these concerns via a dedicated email, a secure online portal managed by the Director of Compliance, or an anonymous whistleblower hotline. The policy guarantees the whistleblower's confidentiality at all stages and strictly prohibits any form of retaliation, disciplinary action, or discrimination against good-faith reporting. Once a report is submitted, it is classified and investigated by the GRC Department, with critical issues escalated directly to the Audit Committee. Concurrently, an internal Ethics Committee reviews concerns and offers guidance to ensure all issues are resolved impartially.

Transparency and Reporting

To maintain trust with shareholders, regulators, and the community, we enforce a robust suite of governance safeguards. Our Disclosure Policy ensures the timely and transparent reporting of all financial and non-financial developments in strict alignment with Capital Market Authority (CMA) requirements. Furthermore, our Conflict of Interest and Competing Business policies mandate that board members, executives, and related parties fully disclose any external affiliations annually. Any transactions involving conflicts of interest undergo rigorous Audit Committee review and require General Assembly approval, just as engaging in any competing activity requires pre-authorization from the General Assembly.

Fair Competition and Market Integrity

Care Medical is committed to upholding the principles of fair competition across all areas of operation. We actively work to prevent anti-competitive behaviors, such as improper pricing strategies, market allocation, and non-compliant mergers and acquisitions. Through targeted compliance training and regular internal reviews, we ensure our employees thoroughly understand the legal standards governing competitive behavior. This continuous education is backed by robust internal controls and oversight procedures designed to systematically mitigate market risks.

Patient Privacy and Data Confidentiality

Patient privacy is a non-negotiable cornerstone of ethical healthcare. Our Confidentiality of Medical Records Policy ensures that all patient data is handled in strict adherence to applicable local laws and international data protection standards. To safeguard this information, we employ unique identifiers instead of patient names to protect identities, restrict system access exclusively to authorized personnel involved in direct care or approved audits, and require all relevant staff to sign and annually renew confidentiality agreements. Oversight and enforcement are conducted by the Head of Health Information Management in collaboration with department leaders, ensuring the policy is regularly reviewed to address evolving digital risks. Any unauthorized access or disclosure results in immediate disciplinary action, up to and including termination.

Empowering Ethical Workforce

We integrate ethical decision-making into the entire employee lifecycle. From comprehensive onboarding for new hires to mandatory, scenario-based refresher courses for existing staff, we equip our workforce with the tools to navigate complex professional situations. We ensure that all staff, particularly those in high-risk roles receive targeted ethics training.



2025 Governance and Ethics KPI Dashboard

Category	KPI	2025
Governance Diversity Metrics	Number of women on the Board of Directors	1
	% of women on the Board of Directors	11%
	Number of women holding committee seats	1
	% of women holding committee seats	6.25%
	% of Independent Board Members	56%
	Number of Executive Board Members	1
	Number of Non-Executive Board Members	8
Board Meetings	Number of Board/Committee Meetings Held	23
	Board Attendance Rate	above 90%
Board Tenure	Average Board Tenure	3.5 months (0.29 years)
Business Ethics	Anti-corruption training completion rate	100%
	Business-ethics training completion rate	100%
	Reported corruption incidents	0
	Whistleblowing cases reported	0
	Disciplinary actions due to corruption violations	0

Risk Management

Risk management at Care Medical is embedded within the Company’s governance structure and supports informed decision-making across all levels of the organization. Through a structured and integrated approach, the Company identifies, assesses, and manages risks that may impact its operations, strategy, and long-term objectives, while maintaining alignment with recognized international standards and regulatory requirements.

Our risk management framework is led by the Governance, Risk, and Compliance (GRC) department and overseen by the Audit Committee. It is guided by the ISO 31000 Risk Management Standard and is integrated into the Company’s strategic planning and performance management processes. This approach helps ensure that risk considerations are taken into account when setting objectives, evaluating performance, and making operational and strategic decisions.

The framework is built around five main components: governance and culture, strategy and objective setting, performance, review, and information, communication, and reporting. Together, these components help define oversight responsibilities, promote risk awareness across the organization, align risk appetite with corporate objectives, and support the assessment of risk severity and response measures.

The framework also includes regular review and monitoring to identify changes in the internal and external environment and to address emerging risks in a timely manner. This is supported by ongoing reporting and information flows across the organization, helping management maintain visibility over key risks and supporting more informed decision-making.



Governance and Culture



Strategy and Objective Setting



Performance



Review



Information, Communication, and Reporting

Our Approach to Risk Management

Care Medical follows a structured risk management process designed to identify, assess, and address risks in a consistent and timely manner across the organization. This process includes six interconnected steps:

- 1 Event Identification
- 2 Risk Assessment
- 3 Risk Response
- 4 Control Activities
- 5 Information and Communication
- 6 Ongoing Monitoring



The process begins with identifying internal and external events that may affect the Company's hospitals, clinical operations, strategic projects, financial position, or compliance obligations. This includes risks linked to patient care, service continuity, regulatory requirements, workforce capacity, infrastructure expansion, information security, and broader market or sector developments. Once identified, risks are assessed based on their nature, likelihood, and potential impact, allowing the Company to determine priorities and select the most appropriate response measures, whether through mitigation, stronger controls, risk transfer, or acceptance where appropriate.

Following this assessment, control activities are implemented across the relevant functions and facilities to manage identified risks and reduce their potential effect on the organization. These measures are supported by clear communication and reporting channels to ensure that risk-related information is escalated to the appropriate management levels and considered in a timely manner. The process then continues through ongoing monitoring, which helps evaluate the effectiveness of controls, track changes in the operating and regulatory environment, and identify emerging issues that may require further action across the Company's network and business activities.

Types of Risks

Strategic Risks

Operational Risks

Financial Risks

Compliance Risks

Lines of Defense

We use the Three Lines of Defense model to define responsibilities clearly and strengthen risk oversight across the organization. This model helps ensure that risk management is not limited to a single function, but is shared across operational, oversight, and assurance roles.

The **first line of defense** consists of operational management, which is responsible for identifying, managing, and mitigating risks within daily activities. These teams are also responsible for implementing corrective actions, maintaining effective controls, and ensuring compliance with approved policies and procedures.

The **second line of defense** is represented by the Governance, Risk, and Compliance (GRC) function. This function develops the risk management and compliance frameworks, monitors implementation, and provides guidance and oversight to support consistency across the organization.

The **third line of defense** is Internal Audit, which provides independent assurance on the effectiveness of the first and second lines. Its role includes reviewing the adequacy of internal controls, evaluating the effectiveness of risk management practices, and reporting its findings to support oversight by senior management and the Audit Committee.

ESG Risk Management and Strategic Integration

Current Approach

Care Medical addresses ESG risks and opportunities by integrating them into day-to-day operations and group-level policies. These considerations are incorporated into both the corporate strategy and the sustainability strategy. To maintain alignment with the expectations of key stakeholders, the Company's ESG priorities are informed by its materiality assessment and ongoing stakeholder engagement activities.

Looking Ahead

As sustainability-related expectations and reporting practices continue to develop, Care Medical is also reviewing ways to strengthen its approach to ESG risk assessment. This includes exploring the use of international frameworks that may support a more structured evaluation of ESG risks relevant to the healthcare sector. The Company is also preparing to align future reporting cycles with applicable SASB standards, with the aim of tackling ESG risks and their potential financial impacts on the Company while strengthening the clarity and consistency of its disclosures.



Our Approach to Compliance

Absolute regulatory compliance is a prerequisite for delivering safe, high-quality patient care. At Care Medical, compliance is a shared organizational value embedded into our enterprise risk management systems.

Directed by the Governance, Risk, and Compliance (GRC) Department and aligned with ISO 19600 standards, our framework ensures that ethical conduct dictates every business decision. To operationalize this commitment across the hospital network, Care Medical has built an integrated approach that relies on three fundamental pillars:

1

Embedded Accountability

Compliance ownership is distributed across all organizational levels. Through a dynamic Compliance Register, periodic departmental self-assessments, and targeted performance KPIs, we proactively identify and mitigate regulatory risks before they can materialize.

2

Continuous Education and Integrity

Driven by active leadership commitment, Care Medical fosters a secure “speak-up” culture. This ethical foundation is reinforced by continuous awareness training and workshops, ensuring every employee understands their role in maintaining regulatory standards.

3

Regulatory Agility and Readiness

We maintain centralized oversight of all regulatory communications and inspection protocols. By routinely testing our compliance controls, providing internal advisory services, and updating our frameworks to reflect shifting healthcare laws, we ensure Care Medical remains resilient, agile, and fully compliant.





Digital Security and Data Privacy

Delivering Safe and Reliable Care

As digital transformation continues to advance, protecting our data environment remains a core responsibility and an essential part of maintaining patient trust at Care Medical. Our focus on digital trust brings together data governance and cybersecurity practices to protect our systems, support compliance with regulatory requirements, and ensure the confidentiality of patient information across our network.

In 2025, Care Medical continued to strengthen its cybersecurity and data privacy practices through a combination of system enhancements, policy development, and ongoing monitoring. Several infrastructure upgrades were implemented across the network, including security enhancements to Care Medical Al Malaz (CMM), network upgrades at Care Medical Al Rawabi (CMR), and performance and security improvements at Care Medical Al Salam. These efforts were supported by the implementation of vulnerability assessment and penetration testing (VAPT) across business units, with follow-up reviews to validate results, as well as the adoption of additional protective solutions such as Cloudflare.

To support a structured governance approach, the Company maintained a comprehensive set of cybersecurity and data privacy policies covering areas such as risk management, data protection, cryptography, incident management, third-party security, business continuity, and vulnerability management. These policies are regularly reviewed and updated to align with regulatory requirements and evolving risk conditions. Compliance is reinforced through periodic reviews and internal audit activities, ensuring consistent application across all facilities.

0

Confirmed data breaches, privacy violations, or cybersecurity incidents.

100%

Clean security record maintained across all digital healthcare networks.

1,678

Employees trained in advanced cybersecurity and data privacy protocols.

80%

Overall workforce completion rate for annual security training.

6

Dedicated cybersecurity awareness sessions conducted.

Key Actions and Outcomes in 2025

During the year, Care Medical reported zero cybersecurity incidents and zero confirmed data breaches or patient privacy violations, reflecting the effectiveness of its preventive controls and monitoring practices. No incidents requiring response time measurement were recorded.

We also continued to strengthen our cybersecurity safeguards and resilience through external assessments, including penetration testing with independent validation. In parallel, system-level enhancements were introduced, such as upgrades to network infrastructure and internal and external firewalls in line with National Cybersecurity Authority (NCA) requirements.

Building awareness across the organization remained an important part of this work. In 2025, 1,678 employees completed cybersecurity and data privacy training, representing 80% of our workforce. We also delivered six dedicated awareness sessions across multiple business units to reinforce good data protection practices and promote a culture of shared responsibility.

Alongside these efforts, we continued to align with national regulatory requirements, including those of the NCA and the National Data Management Office (NDMO), through regular policy reviews and the rollout of a cybersecurity education program across all business units.

Data Governance and Compliance

In 2025, the Data Governance Committee continued to strengthen governance practices and support compliance across the organization. Through regular coordination with the Core Committee and key functions, including Human Resources and Health Information Management (HIM), the Company worked to align data governance priorities with regulatory expectations and operational needs. These efforts were supported by internal awareness initiatives, including communication campaigns and the distribution of educational materials, helping reinforce consistent data handling practices across the workforce.

Accreditation and Next Steps

During the year, our hospitals achieved CHI accreditation, confirming alignment with national requirements for data governance, data quality, and compliance. Building on this progress, the Company is preparing to introduce a Data Stewardship Program across all business units to strengthen accountability, clarify data ownership, and support more consistent data management practices. In parallel, further work is underway to enhance data protection and privacy practices through a coordinated program led by the Data Governance Committee and IT teams.

Cybersecurity Framework

Cybersecurity remains an important part of maintaining a stable and secure operating environment. The Cybersecurity Department is responsible for protecting information systems and technical infrastructure from potential threats, including unauthorized access, system disruptions, and data breaches. This includes implementing technical controls, monitoring systems, and maintaining practices that support the secure handling of sensitive medical and operational data.

To support this, Care Medical applies a layered approach to data protection and access control, ensuring that access to sensitive information is restricted to authorized personnel. The Company maintains alignment with applicable regulatory requirements, including National Cybersecurity Authority controls, and conducts regular assessments to support compliance. Risk management practices are used to identify and address potential vulnerabilities, with a focus on areas that may have the greatest operational or clinical impact.

Ongoing monitoring plays a key role in maintaining system security, with dedicated capabilities in place to track system activity and respond to potential threats. In the event of an incident, established response procedures guide detection, containment, and recovery efforts, with coordination across clinical and administrative teams to reduce any disruption to services. These measures are supported by business continuity and recovery plans that help ensure essential healthcare services can be maintained or restored in a timely manner.





03

- 01 Our Sustainability Strategy
- 02 Our Sustainability Governance
- 03 Our Material Matters
- 04 Our Approach to Stakeholder Engagement



Pathway To Responsible Growth

Our Sustainability Strategy

Since 2022, Care Medical Sustainability Strategy has become integral to our daily operations. Guided by our purpose “Caring with every heartbeat” we continue to execute our mission of providing high-quality, accessible, and responsible healthcare, consistently accelerating our support for Saudi Arabia’s national healthcare transformation goals.

Our Progress From Foundation to Impact

Our sustainability approach has systematically matured over the years, shifting from foundational development to responsible value creation, shifting from foundational development to responsible value creation. In 2025, we prioritized operational execution across our hospitals and operations. We directed our efforts toward deepening the integration of our six strategic pillars across all business units and expanding established initiatives, ensuring that our sustainability commitments generate meaningful outcomes for patients, employees, communities, and the Saudi healthcare infrastructure we support.

The strategy relies on six core pillars that define our areas of focus. The following outlines the operational focus of each pillar as we accelerated execution during the year.

Economic Resilience & Ethical Governance

Strengthen financial stability and uphold robust governance to ensure full regulatory compliance.



National Contribution & Social Impact

Align service expansion and community initiatives with national health priorities.



Patient-Centric Care & Innovation

Advance clinical quality, digital health, and data protection to enhance access, safety, and patient experience.



Empowering Human Capital

Building a safe, inclusive, and skilled workforce through targeted development pathways and Saudization programs.



Stakeholder Collaboration

Building Strong Partnerships for Sustainable Healthcare.



Environmental Stewardship

Promoting Sustainable Healthcare Environments Through Responsible Operations.



Care Value Creation Model

To achieve our strategic goals and ensure long-term value creation, Care Medical 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

Our Sustainability Governance

Care Medical operates under a structured sustainability governance model that supports clear accountability and consistent oversight across all ESG areas. We embed sustainability considerations into the core decision-making processes throughout the organization, ensuring alignment between corporate priorities and operational practices across all hospitals.



Executive Leadership

Strategic oversight is led by the Executive Leadership Team, under the direction of the Group CEO. This includes setting ESG priorities, approving performance targets, and ensuring compliance with applicable national and international regulatory requirements.



The Sustainability Committee

Functioning as the primary body responsible for guiding the ESG agenda, the Sustainability Committee supports the integration of sustainability principles across the Company's operations and strategic priorities.

The Committee works with relevant departments to identify key sustainability priorities, monitor performance indicators, and support the development of initiatives that enhance the Company's environmental and social impact. It also contributes to strengthening sustainability governance across the organization and plays a direct role in supporting the preparation and development of the Company's Sustainability Report and related disclosures.

Operational execution is managed within individual hospitals and business units. These teams are responsible for implementing approved ESG initiatives, adhering to established policies and standards, and providing regular performance updates.

The Committee meets quarterly, with additional sessions convened as needed. To ensure comprehensive, cross-functional oversight, the Committee is composed of the following leaders and specialists:



Dr. Bader Alotaibi (Chairman)
Chief Medical Officer



Eng. Adel Aljabarti (Co-Chairman)
Director of GRC



Mr. Mohammed Algesayer (Member)
Chief Human Resource Officer



Eng. Ibrahim Alkhelaifi (Member)
Chief Operation Officer



Mr. Manea Alyami (Member)
Director of Patients Services



Ms. Munirah Althobaiti (Member)
Senior Governance & Compliance Officer



Ms. Raghda Alamro (Member)
Senior Organizational Development Officer



Ms. Fahdah Alotaibi (Member)
Risk Analyst



Operational Integration (Hospitals & Business Units)

The practical execution of our ESG agenda is led directly by Care Medical's network of hospitals and individual business units. These teams take full responsibility for implementing approved sustainability initiatives on the ground. Crucially, to support the reporting cycle, these operational units are committed to providing the Sustainability Committee with regular, continuous updates on key performance indicators, ensuring accurate data consolidation for our official sustainability reports.

Our Material Matters

Our sustainability strategy is built upon a data-driven assessment of the ESG issues most critical to our business and stakeholders. In 2025, we continued to align our operational efforts with these material priorities, ensuring our strategy remains responsive to the evolving healthcare landscape, stakeholder expectations, and Saudi Vision 2030 goals.

To determine our strategic focus, Care Medical utilizes a structured four-step approach validated by independent ESG professionals.

1

Identification

SASB

GRI

We compile a comprehensive universe of ESG topics by analyzing healthcare sector trend, peer benchmarks, and global frameworks (GRI, SASB) alongside national priorities.

2

Assessment

Each topic is evaluated based on two dimensions: its potential impact on Care Medical’s business operations and its significance to our stakeholders (including patients, investors, and regulations).

3

Prioritization

We rank issues to distinguish high-impact areas that require immediate strategic focus and resource allocation.

4

Validation

The Sustainability Committee reviews and validates the prioritized list to ensure it fully captures the risks and opportunities relevant to our long-term value creation.

Materiality Matrix

In 2025, Care Medical re-validated its materiality landscape to ensure continued alignment with evolving stakeholder expectations and the Saudi national context. This review confirmed the ongoing relevance of the 15 material topics identified in our previous reporting.

Accordingly, our strategic focus for this year shifted towards deepening our disclosure and demonstrating measurable impact across these established priorities.



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



04

01 Safety in Practice Quality in Delivery

02 Patient Experience and Satisfaction

03 Clinical Excellence



Patient Care, Safety & Trust

Safety in Practice Quality in Delivery

Our approach to quality and safety starts with our promise to deliver the best possible medical care and world-class services to our patients. Clinical excellence and quality of care are non-negotiable operational priorities across Care Medical network. As our services expand and care pathways become more complex, we focus on strengthening these foundations through evidence-based standards, disciplined monitoring, and a culture that encourages reporting, learning, and improvement. Across our hospitals, we focus on turning feedback and safety signals into practical actions that protect patients and support better outcomes.

In our third Sustainability Report, we reflect our 2025 progress in strengthening patient safety and quality, while also improving how we present performance to stakeholders. Our ambition is to be a leading, trusted healthcare provider across the Kingdom of Saudi Arabia, and we recognize that this requires year-on-year improvement in both delivery and accountability. In 2025, we focused on closing identified gaps, reinforcing oversight and follow-through, and building staff capability through ongoing training and communication. In parallel, we enhanced our disclosure approach to provide a clearer, more transparent, and more consistent view of performance across our hospitals.

“

Patient safety and quality are built into how we plan, deliver, and continuously improve care

”

Patient Safety & Clinical Quality 2025 KPI Dashboard

Safety Incident Reporting Breakdown

KPI	CMR	CMB	CMM	CMJ	CMS
Total Number of Safety Incidents	3,434	1,113	2,667	163	3,717
Non-clinical Incidents	2,732	226	1,310	58	286
Medication Errors	114	493	670	35	113
Clinical Incidents	702	394	359	70	840

Infection Rates and Medication Errors

KPI	CMR	CMB	CMM	CMJ	CMS
Hospital-Acquired Infection Rate (HAIs)	0.96	1.8	2.1	0.16	1.30
Adverse Doner Reactions	0.4	-	0.22	-	-
Blood Contamination Rate	3.10%	5.58%	2.81%	-	1.30%
Dialysis Adequacy Rate	91.80%	86%	70.9%	-	-
Surgical Site Infection	0.1	-	0.5	-	0%
Timing of antibiotic prior to surgery within 1 hour	92%	-	93.6%	-	95%
Discontinuation of prophylactic antibiotic within 24 hours after surgery	89%	-	90%	-	-
Medication errors are close to the error rate	0.98%	-	3.4%	0.03%	0.92%

Patient Safety Snapshot For 2025

Infection Prevention and Control

In 2025, Care Medical maintained infection prevention and medication safety practices across its hospitals through staff awareness sessions, on-site education, routine audits, and follow-up on reported issues using defined corrective and preventive action plans. These activities supported consistent implementation of infection control requirements and strengthened accountability at the department level.

Hospital-acquired infection (HAI) rates were monitored across all facilities. CMR recorded an HAI rate of 0.96, supported by awareness sessions, structured lectures, and ongoing infection control education. CMB reported an HAI rate of 1.8, with documented infection control audit rounds covering patient rooms and structured reporting of findings. CMM recorded an HAI rate of 2.1, alongside training sessions and a performance improvement project focused on strengthening hand hygiene compliance to reduce HAI, surgical site infections (SSI), central line-associated bloodstream infections (CLABSI), and related infections.

CMJ reported the lowest HAI rate at 0.16, supported by care bundles, competency-based training, routine audits, secret shopper monitoring, and IPC team rounds. IPC plans and Infection Control Risk Assessments (ICRA) were also updated based on

a needs assessment, while pharmacy committee oversight was established to monitor medication management processes.

CMS recorded an HAI rate of 1.30 in 2025, compared with 0.92 in 2024, remaining within the hospital target despite increased patient acuity and service volume. Measures during the year included staff training, enhanced environmental cleaning, leadership walkrounds, and routine IPC audits. High-risk areas, including the ICU, emergency room, operating rooms, and isolation rooms, were subject to regular monitoring, PPE compliance checks, and outbreak response protocols, including patient tracing and staff cohorting.

Medication safety controls were also strengthened during the year. At CMB, staff leave and break schedules were redesigned to ensure at least one senior staff member was present per shift, reducing the risk of double-check failures. Following this intervention, medication errors decreased from 33.33% in March 2025 to 10.2% in April 2025. Based on CBAHI reaccreditation findings and recommendations, CMB also introduced an instruction requiring contaminated bronchoscopes to be transported in closed, leak-proof containers and moved directly from the ICU to the reprocessing area.

Facility-Level HAI Performance

0.96 HAI Rate

Reported at CMR

0.16 HAI Rate

Reported at CMJ

1.30 HAI Rate

Reported at CMS

2.10 HAI Rate

Reported at CMM

1.80 HAI Rate

Reported at CMB



Optimization of Clinical Risk Monitoring and Risk Management

Throughout 2025, Care Medical Group consistently elevated its Quality and Patient Safety (QPS) infrastructure. By restructuring governance, integrating our management systems, and actively targeting both clinical and operational risks, our facilities established resilient, data-driven environments that align with top-tier international and national healthcare standards.

Strengthening Governance and Executive Oversight

Impactful safety cultures require structured and clear leadership to ensure accountability and strategic alignment. In 2025, significant governance enhancements were implemented across the network to ensure that accountability and clinical excellence flow seamlessly from leadership down to the front lines.

Focus Area 1: Corporate Integration & Standardized Reporting

To drive network-wide coordination, we established clearer pathways for issue escalation and leadership visibility.

- CMR initiated targeted enhancements across its quality improvement and patient safety activities. Accountability was significantly reinforced through enhanced reporting mechanisms, which included the appointment of a Corporate Quality and Patient Safety Department Director. This key role ensures clearer oversight, improved escalation of critical issues, and highly consistent reporting directly to senior leadership.
- Aligning with this push for system-wide coordination, CMB introduced standardized functional reporting directly to Corporate Quality, supporting consistent reporting and strong executive oversight across all hospitals.
- At CMS, QPS governance was strengthened through formal executive oversight. The Quality & Patient Safety Committee chaired by the Hospital Director General and supported by cross-functional leadership instituted a standardized monthly reporting rhythm.

Focus Area 2: Structural Alignment and Regulatory Readiness

Facility-level governance was strategically restructured in 2025 to meet rigorous regulatory demands and establish clear departmental accountability.

Following its official hospital licensure in June 2025, CMJ initiated a comprehensive QPS governance structure. A dedicated committee was established, chaired by the General Manager, with meetings standardized to four per year. Concurrently, CMJ departments began restructuring in direct alignment with the corporate board-approved organizational chart to establish clearer roles and accountability. To ensure strict, dedicated oversight, a Quality and Patient Safety Specialist was appointed.

Furthermore, the hospital comprehensively restructured its laboratory services, including the strategic appointments of a Head of Laboratory and a Blood Bank Medical Director to strictly support accreditation compliance and boost operational efficiency.

Focus Area 3: Sustaining Rigorous Operational Controls

Alongside these structural enhancements, maintaining daily operational rigor and strict governmental compliance remained a top priority.

CMB successfully sustained its core quality and patient safety controls through process-owner-led risk register reviews, ensuring regular and thorough assessments of mitigation effectiveness. This proactive approach was supported by continuous KPI monitoring, structured incident reporting, documented multidisciplinary communication, and regular, formal audit rounds that meticulously tracked corrective actions. To ensure absolute regulatory transparency, CMB also maintained both the Morbidity & Mortality (M&M) and Sentinel Event portals, updating them consistently in strict accordance with government requirements.

Comprehensive Clinical Risk Mitigation

In 2025, our hospitals executed highly specific mitigation strategies to protect patients and maintain clinical continuity:

CMS addressed high-risk areas including infection prevention (Candida auris, N95 fit-testing), laboratory diagnostics (sample storage, CO₂ incubators), blood/medication supplies, and network connectivity. Mitigations included:

- Strict isolation and environmental disinfection for Candida auris.
- Scheduled temperature-controlled transport of lab samples and coordination with reference labs.
- Establishing blood product emergency stock and reviewing medication par levels.
- Implementing a centralized risk register with clear departmental accountability.
- Revised ER discharge instructions and summaries for complete follow-up care.
- Revised escalation processes for faster detection of patient deterioration.
- Standardized alarm settings and retrained staff to prevent alarm fatigue.
- Implemented high-level disinfection for ultrasound probes.
- Introduced ALARA principles into radiology practice.
- Installed emergency call bells, secured fire exits, and strengthened ward access.
- Extended time-out/sign-out procedures to dental and non-OR procedures.

CMB also identified and addressed a range of clinical and operational risks in 2025. Some of its key clinical mitigations include:

Clinical risks and mitigations included:

- Patient care efficiency in the candida zone, mitigated by improving patient-staff ratio and focused selection and translocation of outside services to the zone (e.g., printers, medications).
- Tracheostomy management (cuff pressure management, decannulation, change), partially mitigated through multidisciplinary decannulation decisions involving the ICU HOD and increasing

change frequency to monthly instead of quarterly; purchasing manometers remained ongoing.

- Ambulance preparation, mitigated by providing monitors and defibrillators to ambulances.
- DVT prophylaxis (DVT machine unavailability), partially mitigated by purchasing a limited quantity of DVT pumps for some departments; remaining quantity remained in process.

Operational risks and mitigations included:

- Patient evacuation challenges, partially mitigated through an evacuation drill and follow-up on findings, ensuring evacuation equipment availability, establishing a clear evacuation plan and map, and reviewing action cards to fill gaps; initiation of a communication tree remained in process.
- Delay in recruitment process, partially mitigated by opening new deals with outsource companies; further deals were still required.
- Communication and language barriers, mitigated through cultural competency training, Arabic language training, and ensuring at least one Arabic speaker per shift.
- Workplace violence, mitigated through compliance with a zero tolerance policy, de-escalation training, and empathy and customer care training.
- System errors in inventory and consumption recording, mitigated by implementing monthly stock counts for physical goods across sub-stores.

Incident Reporting and Safety Management Systems

Across our hospitals in 2025, incident reporting continued to serve as a core input for identifying risks, prioritizing follow-up, and tracking improvement actions. Care Medical Group experienced a system-wide increase in reported safety incidents, reflecting stronger reporting practices supported by staff awareness activities, clearer feedback loops, and leadership actively encouraging the reporting of near-misses.

To support this growing culture of transparency, our **MYCARE** digital incident reporting system was significantly enhanced across all facilities to improve usability, data quality, and timeliness. Incident-related communications are now fully centralized within MYCARE, ensuring that reporting, follow-up actions, case closures, and automated notifications to relevant stakeholders are seamlessly managed through a single platform. This upgrade has deeply strengthened the integration of patient safety, quality improvement, and risk management data at the system level, giving us the ability to identify system vulnerabilities early and implement effective corrective actions for recurring clinical and non-clinical issues.

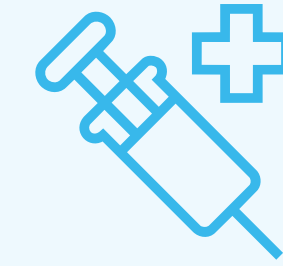
Building on this digital foundation, our facilities implemented targeted upgrades to their localized Quality and Patient Safety (QPS) frameworks in 2025:

- CMR strengthened its system coordination and reporting accuracy through several updates. The hospital established a **clinical trigger system** to support earlier identification of patient deterioration and strengthen clinical escalation practices. The system introduced new patient safety and clinical performance metrics, reduced variation in escalation, and supported more consistent monitoring of high-risk patients, aligned with CBAHI and JCI standards.
- CMM enhanced its incident reporting system with dedicated IT support. This upgrade introduced 14 new features specifically designed to improve investigation timeliness, strengthen evidence-

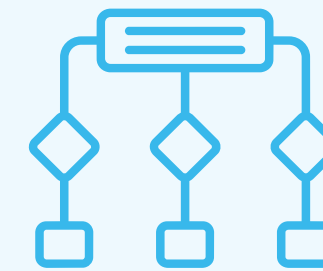
based feedback, enable reporters to track their submissions, and boost overall process efficiency. Additionally, a new Risk Register Dashboard entered testing in 2025 to facilitate accurate comparisons and track risk mitigation across all business units.

- CMS implemented a new, integrated Quality and Safety Management Framework built around three core functions: Patient Safety & Risk Management, Quality Review, and Performance Management. This unified architecture effectively coordinates incident management, risk registers, audits, KPIs, and accreditation monitoring into one centralized system.
- CMJ upgraded its integrated QPS Management System by deploying standardized tracking tools for incident reporting, audit follow-ups, and action plan monitoring. Following its recent licensure, CMJ tightened the coordination between Quality, Patient Safety, and Risk Management through structured committee oversight and rigorous data reviews, ensuring reporting accuracy and timely follow-up.

Equipped with these advanced reporting frameworks, we proactively translated data into preventive safety measures. As part of the Patient Safety Plan, Care Medical established the Hospital Safety Index as a proactive tool to support systematic auditing across safety metrics and risk domains. The HSI supports standardized compliance monitoring, the early identification of gaps, and targeted improvement actions. In parallel, utilizing our enhanced risk registers, emerging risks related to medication administration and medication errors were swiftly identified under the 2025 Risk Management Plan. Network-wide mitigation actions were deployed, including enhanced monitoring, standardized medication administration processes, and clearer escalation mechanisms, ensuring our clinical environments remain safe, reliable, and highly responsive.



CMR successfully closed 9 RCAs, leading to updated vaccination policies, a newly standardized end-to-end homecare pathway, and enhanced clinical decision-making protocols in high-risk areas like Oncology and the Operating Room.



CMB completed 3 RCAs with an average closure time of 20 days. Through multidisciplinary flow-charting and process mapping, CMB enacted clear corrective actions with defined timeframes and responsibilities.



CMJ successfully completed and verified 3 RCAs, achieving an impressive average closure time of just 14 days.



CMS initiated 39 RCAs covering a range of events, maintaining an average closure time of under one month and achieving a 75% average corrective-action completion rate.

Driving Transparency in Safety Reporting



Care Medical Malaz

12% Growth In incident reporting, reaching 2,667 submissions as staff actively utilize our safety management systems.

Care Medical Al Balad

1,113 Safety Reports Up from 749 in 2024, demonstrating the success of enhanced safety orientation and MYCARE optimization.

Care Medical Al Salam

84% Increase > In proactive incident reporting reaching 3,717 reports in 2025, reflecting a significant increase in staff engagement and safety awareness in 2025.

Care Medical Jiwar

163 Incidents Logged A significant leap from 23 in 2024, marking a rapidly maturing and highly responsive reporting culture.

Care Medical Al Rawabi

3,434 Reports Maintaining high system visibility and consistent clinical monitoring throughout the facility.

2025 Safety and Outcome Enhancements – Turning Insight into Action

Across the Care Medical network, our incident reporting and root cause analysis frameworks are the engines driving tangible, measurable improvements in patient care. In 2025, proactive reporting directly catalyzed systemic enhancements across clinical safety, infection prevention, and operational resilience.

Our 2025 Patient Safety Plans were updated to introduce proactive clinical measures and standardized risk assessments:

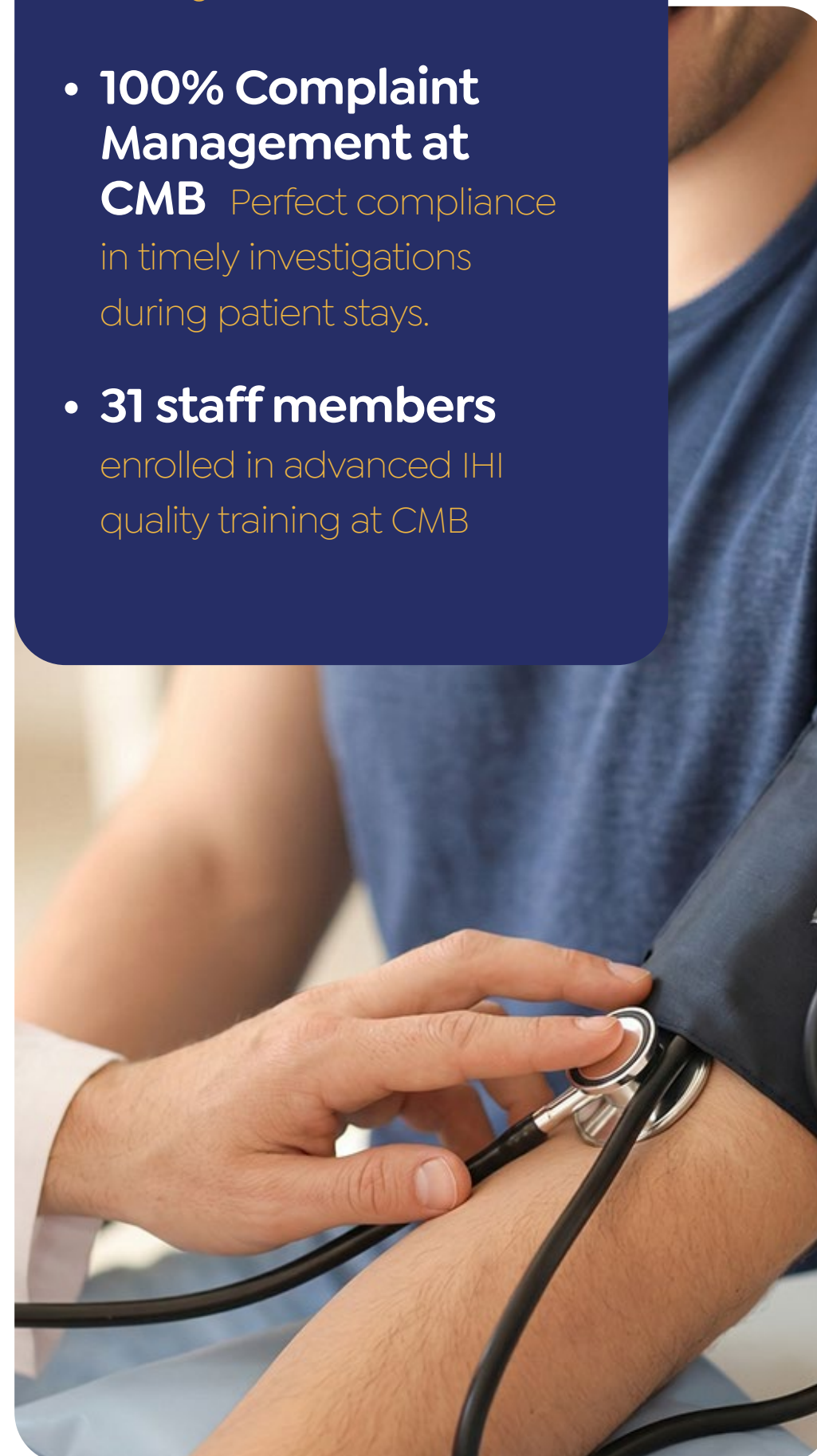
- At CMS, The 2025 plan introduced the Hospital Safety Index (HSI) and strengthened compliance monitoring for IPSP and ESR. It also standardized RCA and FMEA processes while enhancing MRI screening protocols, medication safety audits, and downtime management workflows to systematically reduce preventable risks.
- CMB maintained its existing safety measures while introducing new clinical KPIs for diabetes and hypertension (establishing baselines, data collection, and ongoing monitoring). Additionally, CMB launched new structured audit rounds with formal reporting to track compliance with patient turning (preventing pressure injuries) and medication room protocols.
- CMM maintained and implemented leadership walkrounds, MQPS rounds, and the Hospital Safety Index tool, supported by educational sessions and two specialized workshops on data management, risk management, and performance improvement.
- CMJ strengthened safety protocols through the implementation of daily safety huddles in the Emergency and ICU departments. CPR debriefings and departmental checklists were introduced for critical procedures. Furthermore, all OVRs events were subjected to close monitoring to ensure rapid corrective actions, reinforcing a hospital-wide culture of safety.

• **3.7% OR Cancellation Rate at CMS** Surpassing the 5% hospital target (down from 8.5%).

• **Zero Patient Falls at CMJ** Maintained a flawless 0% fall rate in the ER and ICU throughout 2025.

• **100% Complaint Management at CMB** Perfect compliance in timely investigations during patient stays.

• **31 staff members** enrolled in advanced IHI quality training at CMB



Clinical Excellence & Patient Safety Outcomes

Care Medical facilities applied lessons learned from 2024 and 2025 corrective actions to strengthen clinical safety outcomes across the network.

CMB achieved a Hospital-Acquired Pressure Injury (HAPI) rate of zero per 1,000 patient days in August 2024 using newly implemented safety strategies. Staff successfully controlled these rates in the following months, keeping them well within the 1.3 national benchmark.

CMR and CMS Both facilities reported significant reductions in overall patient falls and pressure ulcer rates. CMS also completely eliminated needle-stick injuries, dropping from three incidents in 2024 to zero in 2025.

CMJ Correct patient identification improved from 70% to a perfect 100%, strengthening accuracy and safety across every step of the patient journey.

Medication Safety

In 2025, Care Medical strengthened medication safety through improved staff reporting, pharmacy committee oversight, and tighter medication management controls.

CMB successfully eliminated medication discontinuation errors. These incidents dropped from 12.8% in December 2024 to 0% in April 2025. The hospital also reduced medication dispensing double-check failures from 33.3% to 10.2% within one month, supported by improved staff scheduling and senior staff coverage during shifts.

CMS strengthened its internal protocols to ensure safer care delivery. The hospital enforced mandatory double-checks, strict separation of Look-Alike, Sound-Alike (LASA) drugs, thorough pharmacist verification, and standardized dosing practices. Both CMR and CMM reported measurable reductions in overall medication near-misses and errors across their departments.

• **100% Accuracy in Patient ID at CMJ** Ensuring the right care reaches the right patient every time.

• **Zero Needle-Stick Incidents at CMS** CMS completely eliminated needle-stick injuries in 2025.

• **0% Medication Discontinuation Errors at CMB** Through improved oversight, CMB successfully drove these errors down from 12.8% in December 2024 to 0% by April 2025..

• **Controlled Blood Culture Contamination at CMB** CMB eliminated contamination entirely in 2025.

• **Controlled Pressure Injuries at CMB** CMB maintained controlled incidence rate for Hospital-Acquired Pressure Injuries.

• **Improved Hygiene Excellence** All hospitals across the network improved compliance in hygiene practices.

Infection Prevention and Control Compliance

A key focus of Care Medical’s 2025 safety strategy was strengthening infection prevention and control through continuous audits, leadership walkrounds, secret shopper monitoring, and targeted performance improvement projects. These efforts reinforced day-to-day compliance with IPC requirements and supported stronger accountability across clinical teams.

Hand hygiene remained a key area of focus, with improved compliance at selected facilities. CMJ increased from 67% to 81%, while CMS improved from 78.8% to 82.7%. At CMM, monthly quality rounds and targeted improvement projects further supported adherence to IPC measures. In parallel, CMB strengthened compliance with blood culture collection and contamination-control practices, reducing blood culture contamination from 19% to 0% in 2025.

Optimized Clinical Pathways

We continuously optimize our clinical pathways to deliver faster, more reliable care. CMB introduced in-house Procalcitonin test processing, reducing turnaround time from 24 hours to under 4 hours to support faster clinical decision-making. The rollout of smart glucometers at CMB also established 100% traceability.

Non-Clinical Incident Management

In 2025, non-clinical incidents, including equipment uptime, IT reliability, and documentation issues, represented a significant share of reported events. Care Medical addressed these areas through clearer procedures, stronger accountability, and closer coordination between clinical, IT, biomedical engineering, and administrative teams.

At CMM, reviews of informed consent noncompliance found that the digital consent system was not being fully used. Collaboration with the IT department helped resolve the digital barriers and improve compliance with consent protocols.

CMB tackled documentation errors by enforcing typed documentation, assigning clear accountability, and deploying standardized Hospital Information System (HIS) forms with mandatory fields to ensure absolute completeness and traceability. CMR mirrored this success by significantly improving physician documentation compliance.

To reduce equipment and facility disruptions, CMR and CMS improved preventive maintenance schedules and clarified escalation pathways. These actions helped strengthen system reliability and reduce recurrence of non-clinical incidents across facilities.

Strengthening Safety Culture Across Our Network

At Care Medical, our safety culture is not built through policy alone, it is actively shaped by visible leadership, continuous education, and a sustained commitment to listening to our staff. In 2025, we implemented a comprehensive, network-wide approach to safety that empowered our workforce, optimized clinical environments, and promoted an environment of transparent reporting and continuous learning.

Leadership on the Frontlines: Governance and Operational Oversight

Throughout 2025, hospital leadership teams actively embedded themselves into daily operations to identify risks, enforce standards, and support frontline staff.

At CMS, Senior leadership embedded patient safety into daily operations through structured Executive Walkrounds covering high-risk clinical areas, including the ICU, ER, OR, inpatient wards, radiology, and CSSD. These rounds identified specific gaps in clinical documentation, patient identification, medication management, infection control, equipment safety, and environmental conditions. Leadership took immediate action by enforcing daily physician documentation and signatures;

correcting patient identification signage; separating and auditing medication records; and strengthening ICU and ER cleaning practices. Infrastructure and equipment were swiftly addressed by repairing damaged floors, wiring, beds, and treatment rooms, and restoring critical equipment such as anesthesia machines, radiology systems, and CSSD devices. Furthermore, CMS addressed staffing and service-continuity risks through the rapid escalation and deployment of trained personnel, particularly in radiology, CSSD, and high-acuity areas.

At CMR, weekly leadership walkrounds directly contributed to system-level improvements. These included enhancements to clinical pathways, targeted system fixes, and staffing adjustments to close identified operational gaps. In Parallel, CMJ strengthened its governance by establishing a clearly defined organizational chart. Monthly Leadership Safety Rounds fostered a gradual increase in OVRS reporting while maintaining a strict “Just Culture.” Committee participation improved significantly, with leaders mandated to actively intervene during any departmental response delays.

Safety Education and Awareness

Our commitment to safety is reinforced through relentless, structured education tailored to the specific needs of our clinical and support teams. Across the network, training was comprehensive and continuous.

At CMS, mandatory General Orientation Programs (GOP) ensured all new hires were trained in quality improvement, patient safety, Infection Prevention and Control (IPC), fire safety, and emergency preparedness. Over 85% of CMS staff participated in at least one interactive safety training covering incident reporting, Just Culture, LASA medications, and safe handovers. CMS also deployed targeted refreshers based on audit and RCA trends, focusing on radiology, MRI safety, blood transfusions, and ICU medication management. At CMJ, monthly GHO training covered 100% of staff. Following a 2025 needs assessment, CMJ rolled out BICSL-led, competency-based programs to reinforce IPC and safety protocols year-round.

CMR delivered safety education via structured monthly onboarding and live/Zoom patient safety sessions reaching over 200 staff members. This was supplemented by a monthly safety email program disseminating incident reporting tips, safety alerts, and emerging trends. Similarly, CMM delivered more than 8 specialized lectures on risk management, data management, and PI, along with specific workshops for quality links and nursing, supported by antimicrobial week activities. To further promote a proactive safety mindset, CMM successfully implemented staff engagement initiatives, including a “Great Catch” program, formal recognition for self-reporting, and rewards for participation in Performance Improvement (PI) projects.

CMB executed an intensive 2025 training calendar, ensuring deep operational readiness across all disciplines. This included:

- 9 general hospital orientation sessions and 13 quality-related sessions (2 annual Quality Aspects, 9 Quality & Patient onboarding sessions, and 2 Quality & ESR orientations via HSI rounds).
- 28 IPC sessions, 11 BISCL sessions, and 6 IPC awareness events.
- 8 medication safety sessions.
- 1 pressure injury workshop (10 lectures, 10 practical sessions, yielding 8 CMS hours) and 2 Fundamental Critical Course workshops (6 lectures, 4 practical sessions each).
- Rigorous emergency readiness, including 1 emergency preparedness simulation, 32 fire safety training sessions, and 5 live fire trainings.

2025 Patient Safety Culture Survey

To ensure our initiatives are resonating with our teams, we rregularly measure staff perceptions of safety. In 2025, several of our facilities aligned with the Saudi Patient Safety Center (SPSC) Safety Culture Assessment frameworks, with CMJ successfully registering for SPSC awaiting survey communication and CMM preparing to participate in the Saudi patient safety pilot project accreditation.

Medical Site	Participation & Response Rate	Communication Purpose
Care Medical Al Rawabi	85.37%	Survey results showed strong improvement in safety culture performance, with the average positive response rate increasing to 71.56% (compared to 70.25% in 2024). There were no major areas of decline identified, reflecting sustained positive performance and engagement across the facility.
Care Medical Al Balad	82.27%	The facility recorded notable areas of improvement, including Response to Error (which improved to 66.08% vs 59% in 2024), Communication Openness (reaching 74.95% vs 72%), and Staffing and Work Pace (growing to 57.24% vs 55%). Slight areas of decline were noted and are being monitored including Communication about error dipped slightly to 82.20% (vs 85%).
Care Medical Malaz	62.34%	The top three areas of improvement included Organizational Learning: Continuous Improvement (85%), Teamwork (84%), and Communication about Error (80%). The top decline areas requiring focus were Reporting Patient Safety Events (71%), Response to Error (60%), and Staffing and Work Pace (51%). Moving forward to address these operational metrics, CMM will participate in the Saudi patient safety pilot project accreditation.
Care Medical Al Salam	55%	The SPSC assessment identified three priority areas for improvement: reporting of safety events, response to error, and staffing and work pace. In response, CMS implemented a comprehensive, targeted safety culture improvement plan. This strategy includes strengthening incident and near-miss reporting through staff awareness campaigns, leadership encouragement, and Just Culture principles; improving response to errors through reinforced RCA processes, timely feedback to reporters, and leadership follow-up on corrective actions; and optimizing staffing and workload management through staffing reviews, schedule adjustments in high-demand areas, and improved escalation of workload risks to nursing and medical leadership.

Care Medical Accreditations

Across our facilities in 2025, we continued to use external accreditation, certification, and recognition as structured assurance mechanisms for quality, patient safety, and governance. These outcomes reflect both the maintenance of existing standards and the expansion of assurance coverage as services and capabilities grow across the network. The table below summarizes facility-level performance in 2025 and planned pathways where applicable.



Patient Experience and Satisfaction

Our approach is built on trust, compassion, and a direct commitment to the people we serve. We want every patient to feel heard, respected, and well cared for from the moment they arrive. To achieve this, we actively pair advanced medical treatments with a comfortable, supportive healing environment.

In 2025, we took concrete steps to better understand and respond to our patients’ needs. By investing in reliable feedback platforms, improving our daily hospital services, and modernizing our digital access points, we are continuously raising our standards for patient comfort, safety, and centered care.

“
Delivering world-class healthcare is not just a benchmark we strive for, but a continuous operational standard embedded in everything we do.
”

Patient Satisfaction

Across our network, Care Medical modernized its approach to capturing the patient voice. CMR and CMM transitioned to Press Ganey as their primary patient satisfaction benchmarking platform. This strategic shift enhanced data reliability and provided highly granular insights into patient experience trends, supporting targeted service recovery while maintaining strict alignment with Ministry of Health standards. Feedback was captured comprehensively across multiple service lines through multi-channel outreach.

CMS significantly expanded its feedback coverage by introducing a new digital survey platform. This transition enabled real-time feedback collection across multiple touchpoints and was heavily supported by the recruitment of dedicated patient experience coordinators. CMJ also formalized its measurement capabilities by appointing a Patient Experience Officer. This leadership role was established to oversee the patient journey, boost engagement with measurement tools, and drive ongoing developments in patient experience practices.

Our impact in Numbers

Overall Patient Satisfaction Performance

- **98% Overall Satisfaction at CMJ** Achieved a significant network-high increase from 91% in 2024.
- **93% Overall Satisfaction at CMS**
- **85 Satisfaction Mean at CMR & CMM** Maintained an overall satisfaction score strictly aligned with Ministry of Health (MOH) standards following the transition to the Press Ganey benchmarking platform.

Survey Reach & Patient Engagement

- **259% Increase in Survey Participation at CMS** Capturing 4,743 feedback responses (up from 1,320 in 2024).
- **609,423 Surveys Distributed by CMR & CMM** Sent via SMS (596,483) and phone calls (12,940) across the centralized Press Ganey network, yielding 15,009 completed responses and an overall completion rate of 2.46%.
- **3,144 Survey Participants by CMJ** Captured comprehensive feedback across multiple care journey touchpoints to continuously monitor and improve the patient experience.

Actionable Insights and Targeted Operational Improvements

The enhanced survey tools revealed clear drivers of patient satisfaction, guiding immediate operational interventions. At CMR and CMM, patients highlighted staff communication, clinical care, cleanliness, and teamwork as primary strengths. To address identified opportunities regarding waiting times and delay communication, both facilities implemented comprehensive staff training focused on patient-centered communication and rolled out targeted operational enhancements in their outpatient and emergency services.

CMS saw its greatest service improvements in outpatient and inpatient care. Targeted operational tweaks successfully slashed outpatient waiting times, while faster insurance approvals, enhanced phlebotomy workflows, improved environmental hygiene, and better radiology scheduling elevated the overall care experience. More efficient discharge processes and improved nursing responsiveness further supported care continuity. Moving forward, CMS is prioritizing the Emergency Department by strengthening discharge instructions and patient education to ensure safety and understanding after patients leave the hospital. At CMJ, improved outreach and measurement identified communication quality and staff

responsiveness as key areas for enhancement, leading to targeted initiatives to increase overall service efficiency.

Our impact in Numbers

Targeted Service & Operational Improvements

- **<30 Minute** OPD Wait Times at CMS
- **75%** Food Service Satisfaction at CMB
- **63%** Nursing responsiveness Rate at CMB up from 58% in 2024.

Upgrading Daily Patient Needs and Hospitality Services

Focusing on the foundational elements of the patient stay, CMB actively tracked and improved daily service performance areas. Nursing responsiveness to call bells saw steady improvement through active monitoring. Furthermore, driven by direct survey findings, CMB launched a comprehensive overhaul of its Food and Beverage services.

The Dietitian and Food & Beverage teams initiated a structured, evidence-based project addressing food quality, variety, and delivery. Actions included updating menus with culturally preferred and patient-requested options, refining recipes to improve flavor and texture, and standardizing the preparation of specialized soft and minced diets. The facility also changed suppliers to secure higher-quality ingredients, introduced in-house meat processing, and reinforced staff training on allergy awareness and patient communication. These workflow optimizations, combined with increased health inspections and weekly patient feedback loops, significantly elevated satisfaction with hospital hospitality.

Responsive Complaint Management

Across all facilities, patient complaints were managed with high efficiency, reflecting a strong organizational commitment to service recovery. Care Medical hospitals maintained consistent tracking and management systems, ensuring all patient grievances were successfully and consistently resolved within the targeted timeframes. Coordination of care across departments was strengthened to prevent recurring issues.

Our impact in Numbers

Excellence in Complaint Resolution

- **100% Complaint Resolution in 72 Hours by CMS** Successfully resolved all 246 received patient complaints within the stringent 72-hour target window.
- **100% Resolution of Recorded Complaints by CMB & CMJ** CMB successfully managed and solved all 51 patient complaints recorded during the year, while CMJ resolved all 25 of its complaints within targeted timeframes.
- **>90% Complaint Resolution Rate by CMR & CMM** Successfully resolved 758 out of 797 received patient complaints, consistently exceeding the monthly resolution performance targets.



Patient Satisfaction & Performance 2025 KPI Dashboard

KPI	CMR	CMB	CMM	CMJ	CMS
Overall Patient Satisfaction	86%	88.4%	84.76%	98%	93%
Avg. Length of Stay in Emergency (hours)	1.87	-	1.52	1.36	-
Avg. Total Waiting Time in Outpatient Pharmacy (mins)	3.41	-	4.4	-	-
Medications Availability Rate (Outpatient Clinics)	92%	-	89%	-	-
Branded Medications Availability Rate (Outpatient Clinics)	88%	-	65%	-	-
Outpatient Satisfaction: Availability of Medications	87%	-	86%	-	-
Outpatient Satisfaction: Waiting Time	78%	-	76%	97%	93%
Adherence to Antibiotic Guidelines (GI Inflammation/Disorders)	76%	100%	100%	-	-
Compliance Rate within EMR	92%	95%	100%	-	-

Clinical Excellence

In 2025, Care Medical Group experienced a sustained, network-wide expansion in patient volumes and clinical activity. Driven by targeted infrastructure upgrades, increased exposure, and the strategic addition of new clinical services and subspecialties, our hospitals effectively increased their capacity to meet growing healthcare demands of the kingdom of Saudi Arabia.

During this period of expansion, our hospitals preserved its continuous success in improving patient flow and care efficiency. As facilities increased their physical and clinical capacity to admit and manage higher-acuity cases, Care Medical Group utilized optimized bed management, streamlined discharge pathways, and targeted reductions in waiting times to support consistent, safe, and efficient patient care across all locations.

Network-Wide Growth in Patient Volume and Outpatient Activity

Across our facilities, 2025 marked a year of significant, sustainable growth in patient access and service utilization, driven by strategic partnerships and operational flow improvements.

At CMR, higher volumes were supported by sustained demand from MOH and GOSI patients, alongside new insurance payer agreements. The facility successfully expanded specialty services and improved overall access by onboarding new physicians and streamlining appointment pathways. Similarly, CMS accelerated its clinical expansion through targeted reductions in outpatient waiting times and faster insurance approvals, which effectively minimized patient drop-off rates. This growth was further bolstered by enhanced network referral coordination and the active promotion of cash-pay services.

Steady patient volumes were maintained at CMM, heavily influenced by strong referral flows and the seamless integration of newly acquired facilities. Meanwhile, CMJ significantly expanded its patient base following its official transition from an Emergency Center to a fully licensed hospital. This milestone was supported by broader network diversification, integration with referral partners such as the Red Crescent, and the successful management of seasonal patient influxes during Ramadan and Hajj. Finally, operating primarily as a dedicated long-term care facility, CMB sustained its dialysis outpatient services and achieved optimal inpatient occupancy rates to strictly meet specialized care demands.

Our impact in Numbers

Care Medical Al Rawabi

- **399,008 Patients Served** Representing an approximate 13.2% increase from 2024 (352,471 patients).
- **385,314 Outpatient Visits** Up by approximately 13.4% compared to 2024 (339,828 visits).
- **10,818 Surgical Procedures** A roughly 11% increase from 2024 (9,745 procedures).

- **37% Reduction in ALOS** Average Length of Stay decreased significantly from 12.1 days in 2024 to 7.6 days in 2025.
- **81% Network Bed Occupancy** Supported by an increased licensed operational capacity of 365 beds (up from 80% occupancy in 2024).
- **38.6% Increase in Home Healthcare** Reached 8,216 visits with a 98% satisfaction rate.

Care Medical Al Balad

- **63,840 Total Patient Days** Recorded alongside 148 long-term care admissions.
- **99.95% Occupancy Rate** Achieved near-perfect capacity utilization in 2025, an increase from 97% in 2024.
- **4,166 Home Healthcare Visits** Completed and supported by the new Acrobat digital program for streamlined administrative processes.
- **3,840 Dialysis Outpatient Visits** Provided to support specialized care needs.

- **175-Bed Operational Capacity** Maintained steadily throughout 2024 and 2025.
- **5.4% Increase in the Care Executive Health Program** to 137 participants with a 98% satisfaction rate.

Enhancing Surgical Access and Case Conversion

Expanded surgeon capacity and new surgical services enabled Care Medical hospitals to convert more eligible patients to surgical care while significantly reducing wait times. CMR and CMM maintained strong surgical output through optimized scheduling and increased physician capacity. At CMS, surgical procedures expanded substantially, supported by higher volumes of GOSI-covered patients, the onboarding of part-time subspecialists, and stronger conversion of OPD and ER visits into scheduled surgical cases.

Inpatient Efficiency and Bed Utilization

In 2025, Care Medical strengthened inpatient efficiency and bed utilization across its facilities while managing higher network volumes and more complex admissions. This was supported by improved discharge planning, stronger care coordination, and more effective referral pathways.

At CMR, efficiency gains were reflected in a significant reduction in Average Length of Stay (ALOS). This improvement was supported by earlier multidisciplinary discharge planning, better coordination with post-acute care, and more streamlined case flow. As a result, the facility managed inpatient days more efficiently while reducing unnecessary prolonged stays.

At CMS, the increase in bed occupancy was accompanied by a slight and intentional rise in ALOS. This reflected a shift toward higher-acuity and more complex cases, including patients requiring dialysis and intensive monitoring. Improved referral pathways also enabled the hospital to manage these cases internally instead of transferring them to other facilities.

CMB continued to maximize bed capacity, supported by higher occupancy linked to

new and updated sponsor contracts, including agreements with the National Guard and King Faisal Hospital. At CMJ, the launch of the new ICU enabled the facility to begin admitting critical care cases and expand its inpatient capabilities. The facility recorded a slight increase in inpatient ALOS, mainly due to Discharge Against Medical Advice (DAMA) cases among traveling pilgrims who needed to return to their home countries during peak seasons.

Advancing Home Healthcare and Executive Services

In 2025, we continued to expand our digital workflows to support personalized remote and executive care through our Home Healthcare and Executive Services.

At CMR, the Executive Health Program was expanded by strengthening the “personal doctor” model and creating more structured, individualized preventive care plans. This focus on personalized medicine was matched by massive growth in CMR’s Home Healthcare division. This expansion was heavily supported by the launch of a new digital solution that directly connects centralized operations with frontline providers, leading to significantly faster start-of-care timelines and exceptionally high patient satisfaction.

Simultaneously, CMB continued to effectively serve long-term home healthcare needs, encompassing debridement, post-operative care, and IV drips. To support this ongoing service delivery, CMB successfully modernized its administrative operations by introducing the Acrobat digital program, completely transitioning invoices and medical reports from a paper-based system to a streamlined, efficient digital process.

Strategic Infrastructure and Capacity Development

To support this ongoing clinical growth, Care Medical p executed a comprehensive infrastructure development plan in 2025, ensuring our facilities can safely and efficiently meet future demand.

At CMS, the clinical footprint was significantly expanded by relocating the Labor & Delivery Room, which allowed the ICU to double in physical size. The facility also established new Dental and Orthopedic clinics, introduced portable dialysis services to reduce MOH case rejections, and relocated phlebotomy into the Outpatient Department to improve patient flow. Furthermore, by moving administrative staff to an external building, CMS is actively converting former office space into a new inpatient ward to further increase overall capacity.

CMJ completed the major infrastructure upgrades necessary to secure its hospital licensure. This critical milestone included commissioning a new intensive care unit, expanding the Emergency Department, and launching a new orthopedic service line specifically designed to support pilgrims and seasonal visitors. Simultaneously, CMR finalized dozens of clinical and non-clinical facility upgrades. These included key renovations to the Executive Clinic, Hospital Helipad, Occupational Health Group (OHG) spaces, waiting areas, and the Academic Center, all of which directly improved workflow performance and the overall patient care environment.

Across Care Medical network, readiness was further fortified. AlNarjis Hospital project progressed on schedule without delays, while Care Medical Jiwar expanded its services through enhanced ICU capacity and integrated ED-to-inpatient workflows.

Our impact in Numbers

Care Medical Jiwar

- **12,649 Patients Served** Up from 9,389 in 2024, reflecting growth following the facility’s transition to a fully licensed hospital.
- **12,226 Outpatient Visits** Recorded alongside expanding referral partnerships.
- **1,813 Inpatient Days** Logged following the introduction of new ICU services starting in June 2025.
- **26 New ICU Beds Added** to critical care capacity, achieving a 38.3% utilization rate over its first 6-month

Care Medical Al Malaz

- **234,643** Total Patients Served
- **224,619** Outpatient Visits
- **9,141** Surgical Procedures

Care Medical Al Salam

- **54% Increase in Patient Volume** Served 191,160 patients, a massive year-on-year surge from 124,467 in 2024.
- **59% Growth in OPD Visits** Outpatient activity jumped to 118,520 visits (up from 74,716 in 2024).
- **50% Leap in Surgical Activity** Procedures increased to 4,773 (compared to 3,187 in 2024).
- **50% Rise in Inpatient Days** Reached 28,404 days (from 18,965 in 2024), with ALOS intentionally increasing from 1.8 to 2.4 days to accommodate higher case complexity.
- **26-Point Jump in Occupancy** Average bed occupancy rate reached 77.8% (up from 51.8% in 2024), supported by doubling ICU capacity from 9 to 18 beds.

Nursing Workforce Excellence

Driving Change: Care Medical 1st International Nursing Conference: Riyadh 2025

Care Medical hosted its first International Nursing Conference in Riyadh in September 2025. The event brought together 350 nursing professionals from across the Kingdom, along with local and international experts. Under the theme “The Economic and Clinical Impact of Nursing at the Heart of Care,” the conference reinforced the fact that strong nursing systems are essential for better patient outcomes and sustainable healthcare. The discussions aligned closely with Saudi Arabia’s Vision 2030 and its focus on healthcare quality, efficiency, and workforce development, reflecting Care Medical’s ongoing commitment to strengthening nursing as a core pillar of care delivery.

The conference positioned nursing as both a clinical and economic driver. Speakers emphasized that investment in nursing improves patient outcomes, reduces medical errors, and supports staff retention. Well-trained and supported nurses also help reduce costs while improving care quality. This perspective aligns with Care Medical’s approach, where continuous investment in nursing capabilities supports better clinical outcomes.

Education and digital advancement were key focus areas. Participants called for stronger investment in nursing education, including faculty development and leadership training. The discussions also addressed the role of digital tools, including AI, in reducing administrative workload and improving efficiency. These tools allow nurses to focus more on patient care and less on routine tasks, which supports safer and more effective service delivery.

The conference also emphasized workforce wellbeing. A supported and resilient nursing workforce leads to better patient safety and lower staff turnover. Care Medical highlighted the need to treat nurse wellbeing as a core priority linked directly to care quality.

The event concluded with clear actions. These include involving nurses in policy discussions, expanding value-based care practices, and strengthening leadership and digital skills within the profession. The conference also reinforced Saudi Arabia’s position as a growing center for healthcare innovation and collaboration. Nursing remains central to Care Medical’s approach to delivering high-quality, sustainable care.



Operational Performance 2025 KPI Dashboard

KPI	CMR	CMB	CMM	CMJ	CMS
Inpatient Admissions	13,694	148	10,024	423	14,176
Outpatient Visits	385,314	4,010	224,619	12,226	118,520
Total Patients	399,008	4,158	234,643	12,649	132,696
Inpatient Days	104,397	63,840	148,920	1,813	28,404
Bed Capacity	325	175	459	49	100
Bed Occupancy Rate (%)	81%	99.95%	89%	66.24%	78%
Average Length of Stay (Days)	7.6	8.77	14.9	4.1	2.3
Number of Surgeries	10,818	Not Applicable	9141	Not Applicable	4773





05

01 Industry Recognition and Excellence Awards

02 Shaping National Talent and Healthcare Leaders

03 Culture and Employee Wellbeing

04 Clinical Training and Workforce Development

05 Occupational Health and Safety



Care For Our People

Industry Recognition and Excellence Awards

In 2025, Care Medical’s commitment to healthcare excellence, human capital development, and community impact was recognized through multiple prestigious industry awards and the formation of high-value strategic partnerships. These milestones reflect our dedication to fostering an innovative, inclusive workplace and driving sustainable organizational success in direct alignment with Saudi Vision 2030.

2025 Industry Excellence and Recognitions Highlights

Our efforts to build a resilient, employee-centric culture were validated by leading local and regional authorities:

HR Leadership & Employer of Choice

Care Medical was honored by HRSE as Employer of the Year, alongside receiving certificates for the Best Employee Wellbeing Program and Best Woman Development & Leadership Program. Additionally, our executive HR leadership was awarded Best CHRO of the Year for successfully aligning human capital strategies with broader organizational goals.

Talent & Employee Experience

We received the SHRM MENA award for Talent Acquisition and Retention, acknowledging our success in lowering turnover and boosting workforce engagement. Furthermore, SCXA awarded Care Medical the “Employees at the Heart of Everything” recognition for our strong, feedback-driven workplace culture.

Inclusivity & Social Responsibility

The Ministry of Human Resources and Social Development awarded us the CSR Gold Award for impactful community service initiatives. We also achieved the Mowaamah Certificate, recognizing our success in creating an accessible, empowering environment for individuals with disabilities.



Strategic Partnerships for Future Growth

To build upon this momentum and expand our operational capacity, Care Medical executed critical collaborations across the academic and professional sectors:

Youth Empowerment (Tamkeen Initiative)

We partnered with King Saud University, Princess Nourah bint Abdulrahman University, and Umm Alqura University to develop targeted training programs. This collaboration successfully equipped a new cohort of students with practical clinical and administrative skills, significantly enhancing their employability in the healthcare sector.

Professional Upskilling

Through a strategic partnership with SHRM MENA, we implemented globally accredited professional development programs. This initiative successfully certified our internal teams, directly improving organizational effectiveness and advanced HR practices.

Data & Operational Excellence

We collaborated with DataFlow to improve institutional data quality and expand joint services. This partnership yielded measurable improvements in data accuracy, streamlining management processes and enhancing service delivery for all stakeholders.

Shaping National Talent and Healthcare Leaders

Our clinical excellence is directly driven by the strength of our human capital. Care Medical strategic objective is shaping national talent empowered by structured education, supervised clinical exposure, and clear pathways for growth.

In 2025, we focused on building a highly skilled, diverse, and inclusive workforce that authentically reflects the communities we serve. Each year, we keep supporting gender equity, youth employment, and ensure accessible opportunities for all abilities to achieve a healthy work environment where every professional is empowered to excel.

Diversity and Inclusion at Care Medical

We updated our internal policies and expanded our core inclusion initiatives to provide targeted support for national talent, female professionals, youth, and employees with disabilities.

Advancing Saudization and National Talent

In direct alignment with Saudi Vision 2030, Care Medical accelerated its efforts to localize the healthcare workforce. In 2025, we implemented targeted recruitment and retention programs to increase the proportion of Saudi nationals across both clinical and administrative departments. A key focus was placed on internal succession planning, resulting in dedicated leadership tracks designed to elevate Saudi talent into senior management and specialized medical roles.

Supporting Female Professionals

We maintained our commitment to equal-opportunity employment by expanding structural

support for women in the workplace. Key 2025 actions included enhanced equal-opportunity and non-discrimination policies, the introduction of new leadership and skills development programs for female employees, the implementation of flexible and hybrid work arrangements, and the formalization of strategic partnerships designed to increase female representation across all organizational levels.

Youth Employment and Development

To build a sustainable future talent pipeline, we expanded our youth employment pathways. This year, Care Medical scaled its graduate development programs and increased specialized internship opportunities. By integrating national skills initiatives into our training frameworks, we improved early-career job readiness and successfully transitioned more young professionals into the full-time medical workforce.

Inclusive Workplace Accessibility

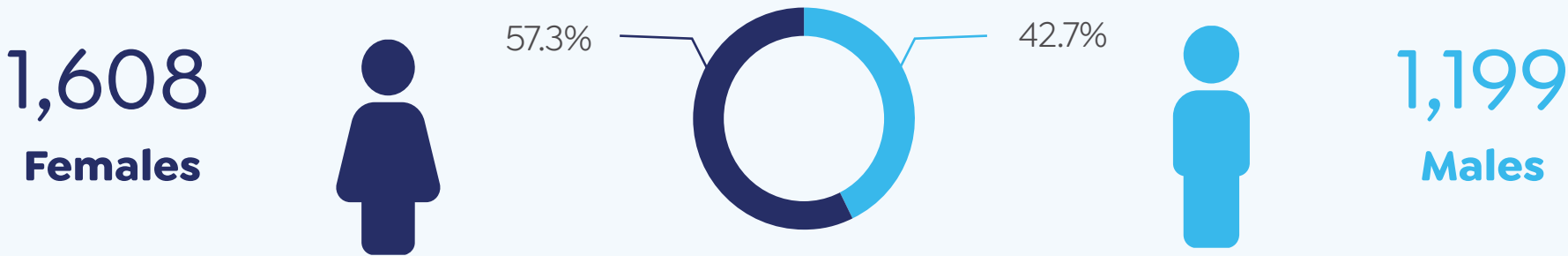
Care Medical improved facility accessibility and operational accommodations for employees with disabilities in 2025. We updated our inclusive workplace standards to ensure consistent physical accommodations across our network, alongside providing targeted training and dedicated support systems to ensure all employees have equal access to career development resources.

2025 Workforce Demographics Overview

Total Number of Full-Time Employees

2,807

Gender Distribution



Age Distribution



Saudization	Overall Saudization Rate	33.6%	
	Workforce Breakdown by Nationality	940 Saudi Employees	1,867 Foreign Employees
	Saudi Leadership Representation	57.5%	Saudization in Senior Management
Employees by Job Levels	Clinical and Non-clinical Staff	2,615	
	Middle-Level Management	184	
	Senior Management	8	
Inclusive Employment	19 Employees with Disabilities	1.0%	of the workforce

Workforce 2025 KPI Dashboard

KPI	2023	2024	2025
Employment Overview			
Total Number of Employees	2,470	2,647	2,807
Female Employees (%)	58%	59%	57.3%
Male Employees (%)	42.0%	41.0%	42.7%
Employee Gender Distribution			
Number of Male Employees	1,040	1,096	1,199
Number of Female Employees	1,430	1,551	1,608
Employee Age Distribution			
Ages 18–30	530	694	819
Ages 31–50	1,628	1,680	1,711
Ages 51+	312	273	277
Saudization Metrics			
Saudization Rate (%)	34.8%	48.1%	33.6%
Total Number of Saudi Employees	860	863	940
Saudization in Senior Management (%)	66.7%	66.7%	57.5%
Employees by Job Level			
Senior Management	9	9	8
Middle-Level Management	152	178	184
Clinical and Non-clinical Staff	2,309	2,460	2,615
Employees with Disabilities			
Total Number of Employees with Disabilities	-	30	19
Employees with Disabilities (%)	1.0%	1.2%	1.0%



Culture and Employee Wellbeing

To sustain a high-performing and resilient operating business model, Care Medical is committed to creating a positive and motivating work environment. We recognize that in the highly dynamic and competitive healthcare sector, securing and retaining top-tier talent is essential to our long-term clinical and operational success.

We drive this commitment through multiple initiatives, communication strategies and internal policies. Each year, we strategically accelerate our efforts to connect with our people by implementing a comprehensive calendar of events, national celebrations, and targeted employee engagement activities. All designed to strengthen our culture and boost daily motivation across our facilities.

We are keen on providing our people with highly competitive compensation and comprehensive benefits packages including luxury accommodation and financial support to ensure the comfort and wellbeing of our staff and their families.

Employee Engagement and Satisfaction

We maintain an open and continuous dialogue with our workforce to accurately capture employee sentiment and improve the daily workplace experience. To measure engagement and identify actionable areas for organizational growth, We conduct an annual staff satisfaction survey distributed across multiple accessible internal communication channels. We sustained strong and stable satisfaction performance across our facilities in 2025 achieving 89% satisfaction rate among foreign employees and 82% satisfaction rate among Saudi employees.

2025 Employee Satisfaction Rates

89%

Satisfaction rate among foreign employees.

82%

Satisfaction rate among Saudi employees.

Talent Acquisition and Retention

To support Care Medical's ongoing operational growth in 2025, we executed a highly targeted talent acquisition strategy while maintaining a strong focus on workforce stability. The following metrics highlight our success in attracting top talent and minimizing attrition.

2025 Hiring and Turnover Demographics

In 2025, we successfully onboarded 890 new professionals, achieving a hiring rate of 24.26%. Our recruitment outcomes directly reflect our commitment to diversity and youth empowerment: female professionals accounted for the majority of new hires (477), and we integrated 495 young professionals into the workforce. Concurrently, our retention programs proved highly effective, maintaining a stable overall turnover rate of 9%.

KPI	2025
Total Number of New Hires	890
Hiring Rate (%)	24.26%
New Female Hires	477
New Male Hires	413
New Hires (Aged Under 30)	495
New Hires (Aged 30–50)	379
New Hires (Aged Above 50)	16
Total Employee Turnover (Count)	238
Overall Turnover Rate (%)	9%



Family Support and Parental Leave

We maintain comprehensive parental leave policies designed to provide necessary time off and ensure a seamless, supportive reintegration into the workforce upon return.

2025 Parental Leave Metrics

In 2025, 51 employees across our network utilized their parental leave entitlements. The success of our family-centric workplace culture is demonstrated by our exceptionally high return and retention rates. Overall, 95.83% of employees returned to work after their leave, with our CMS and CMR facilities achieving a 100% return and retention rate.

Metric	CMS	CMR	CMM	2025 Total
Employees Entitled to Parental Leave	4	31	16	51
Employees Who Took Parental Leave	4	31	16	51
Return-to-Work Rate After Leave (%)	100%	100%	87.50%	95.83%
Retention Rate After Leave (%)	100%	100%	85.71%	95.24%

The Mazaya Program

Mazaya Program remains the cornerstone of our holistic benefits strategy, designed to provide tangible, personalized financial assistance during significant life events. By extending our care beyond the walls of our facilities, Mazaya continuously strengthens the bond between Care Medical and our workforce.

2025 Program Performance and Allocation

The Program is built around eight targeted categories of support, ranging from celebratory milestones to critical emergency assistance. In 2025, the program successfully fulfilled 132 requests, dispersing a total of ₪ 206,575 directly to our employees.

Mazaya Budget Allocation

Category	2024		2025	
	No. of Requests	Total Amount (₪)	No. of Requests	Total Amount (₪)
First Marriage Support	24	72,000	31	93000
Newborn Support	80	80,000	60	60000
Car Accidents	7	24,800	3	7368
Medical Cases	–	–	1	300
Graduation Reward	7	20,000	2	4000
Umrah Support	–	–	–	–
Hajj Support	11	33,000	13	39000
Employee Support & Compensation	48	9,600	22	2907
Total	177	239,400	132	206,575

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Because true care begins from within, our commitment to our people extends beyond the workplace—standing by them through every significant milestone of their lives

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Clinical Training and Workforce Development

Delivering the highest standard of healthcare across the Kingdom requires a highly skilled and committed workforce. At Care Medical, achieving the best possible outcomes for our patients relies directly on the ongoing development and expertise of our medical professionals.

To support this goal, Care Medical invests heavily in clinical training and workforce development. In 2025, our strategy focused on sustainably accelerating clinical competency. By integrating advanced, evidence-based education with a strong culture of research excellence, we equip our teams with the critical knowledge and practical skills needed to elevate patient care and drive clinical innovation across the network.

Empowering the Future of Healthcare

Care Medical Academy

Established in 2016, Care Medical Academy serves as the central educational foundation for the entire Care Medical network. Fully accredited by the Saudi Commission for Health Specialties and the Saudi Heart Association, the Academy was founded to develop a world-class healthcare workforce dedicated to serving Saudi Arabia. The Academy equips medical professionals with the advanced skills and knowledge required to consistently elevate the standard of patient care through high-quality clinical training and education across all our hospitals.



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Empowering Healthcare Professionals with knowledge and excellence since 2016

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Our Vision

Knowledge exchange at the reach of everyone

Our Mission

To provide pioneering educational solutions and internationally accredited training programs that meet the evolving needs of the healthcare sector – building a safe and healthy society for all.

Our Pillars of Excellence

To fulfill our mission of elevating healthcare across the Kingdom, Care Medical Academy operates under a clearly defined strategic framework. In 2025, our educational and developmental initiatives were guided by a comprehensive set of core objectives. To ensure these goals translate into measurable action and sustainable growth, we have organized them into four Strategic Pillars of Excellence. These objectives align our daily training operations with the network’s broader commitment to clinical quality and workforce development:

Care Medical Academy 2025 Strategic Framework

Pillars of Excellence	Strategic Focus	Key Objectives
 Clinical & Academic Excellence Core Pillar 1	Improving patient outcomes through evidence-based education, medical research, and ongoing clinical training.	- Enhance clinical competency & patient outcomes - Advance evidence-based education - Foster research excellence
 People & Culture Core Pillar 2	Creating a safe and collaborative learning environment that supports the well-being and teamwork of our staff.	- Promote learner well-being & safety - Encourage interprofessional collaboration
 Innovation & Sustainable Operations Core Pillar 3	Modernizing our training programs using digital tools to build efficient and sustainable academy operations.	- Drive innovation & digital transformation - Ensure operational excellence & sustainability
 Community Outreach Core Pillar 4	Sharing our clinical expertise and educational resources to support and educate the communities we serve.	Strengthen community engagement

2025 Education and Training Overview

In 2025, Care Medical Academy delivered a broad network-wide portfolio of specialized clinical and professional-development courses designed to advance clinical skills and support the professional development of our medical staff.

To effectively serve the diverse needs of our workforce, the Academy delivered a blend of specialized courses, hands-on workshops, and major conferences across several core clinical and academic disciplines:

Training Focus Area	Courses and Programs Held in 2025
Emergency and Critical Care	• Basic and Advanced Cardiovascular Life Support (BLS/ACLS) • Fundamental Critical Care Course • Pediatric Critical Care Course • Emergency Nursing Course • 2nd Everyday Cardiac Emergencies (Crash Course for First Responders and Non-Cardiologists)
Nursing Practice and Leadership	• 1st Care Medical International Nursing Conference • Charge Nurse Course • Basic Nursing Quality & Patient Safety Trends • Pressure Injury Prevention Course • Long-Term Care Course and Workshop
Obstetrics, Gynecology, and Surgical Skills	• Basic Laparoscopic and Hysteroscopy Workshop • Episiotomy Workshop • OB/Gyne OSCE Exam
Academic, Research, and Institutional Development	• Research Made Easy • How to Write an Educational Activity Proposal • Training of Trainers (TOT) • 2nd Version of Institutional Program & IR Accreditation
Occupational Health	• Occupational Health & Safety Course

Our Impact in Numbers:

196

Total Courses Delivered

3,244

Healthcare Professionals Trained

Year Highlights and Success Stories

Facility Expansion

To support our growing educational footprint, Care Medical Academy initiated plans to relocate to a new, purpose-built campus. The upcoming premises will feature advanced training halls equipped with the latest educational technologies, ensuring our infrastructure continuously supports high-quality, practical learning experiences for all healthcare professionals across the network.

Accelerating SCFHS-Accredited Clinical Programs

In 2025, Care Medical significantly strengthened its specialized training capabilities by securing multiple critical accreditations from the Saudi Commission for Health Specialties (SCFHS). This sustained regulatory approval validates the quality of our clinical education and directly expands our capacity to develop highly skilled medical specialists for the Kingdom.

2025 Accreditation Milestones:

- We successfully expanded our SCFHS training portfolio by achieving full accreditation for our Obstetrics and Gynecology program, alongside securing formal approval to launch a new, comprehensive Orthopedic Surgery program.
- We successfully maintained our high clinical standards and regulatory standing across key foundational disciplines, earning reaccreditation for Pediatrics, Internal Medicine, Anesthesia, and the Clinical Pharmacy Diploma.

National Academic Recognition

The Academy's commitment to clinical education and training excellence was formally recognized by two leading national academic institutions in 2025. We received awards for exemplary service and clinical contributions from the College of Medicine at Imam Mohammed ibn Saud Islamic University in May, and from Princess Nourah bint Abdulrahman University (PNU) during their Annual Meeting for Affiliated Centers in November.



Expanding Academic Partnerships and Training Ecosystem

In 2025, Care Medical Academy broadened its academic and professional collaboration network to elevate training standards and align closely with national healthcare priorities. Al-Nahda University was accredited as a new training institution, supporting expanded academic collaboration and additional pathways for structured training.

During the year, the academy also solidified its strategic position within the Saudi healthcare ecosystem through the signing of new MOUs with the National Council for Occupational Health and Safety (NCOHS), the Council of Health Insurance (CHI), and King Faisal Specialist Hospital and Research Centre (KFSHRC). These agreements reinforced coordination with national stakeholders and leading healthcare institutions, supporting the Academy's ongoing development as a training platform aligned with the Saudi healthcare sector needs.





Digital Transformation

The Academy significantly advanced its digital and professional development capabilities this year. Key operational milestones included the launch of JPP Health & Research Services and the new Bioequivalent program. Concurrently, we modernized our digital infrastructure by upgrading the Academy website and expanding the Learning Management System (LMS). These upgrades broadened staff access to critical knowledge resources and reinforced our shift toward dynamic, competency-based medical education.

Advanced Clinical Training: OBGYNE OSCE Course

Expanding our specialized clinical curriculum, the Academy successfully launched the OBGYNE OSCE Preparation Course. Utilizing validated OSCE frameworks, the program is specifically structured to strengthen clinical reasoning, procedural proficiency, and clinical communication. This targeted training ensures medical candidates can perform effectively and confidently under strict examination conditions.

Empowering National Talent

In 2025, Care Medical Academy successfully graduated 100 trainees across its diverse educational tracks, in addition to graduates of the Tamheer program and targeted cooperative training initiatives.



The graduation ceremony was delivered through joint coordination with the Saudi Commission for Health Specialties, the Health Academy, the Ministry of Health, the Ministry of Human Resources and Social Development, and the Human Resources Development Fund. It also formed part of the Academy's ongoing partnerships with leading universities, including King Saud University, Imam Mohammed ibn Saud Islamic University, Princess Nourah bint Abdulrahman University, and the Saudi Electronic University.

We align our specialized training with the immediate needs of the healthcare labor market. We are keen on building a highly capable national workforce supporting the healthcare objectives of Saudi Vision 2030.

The Launch of JPHealth

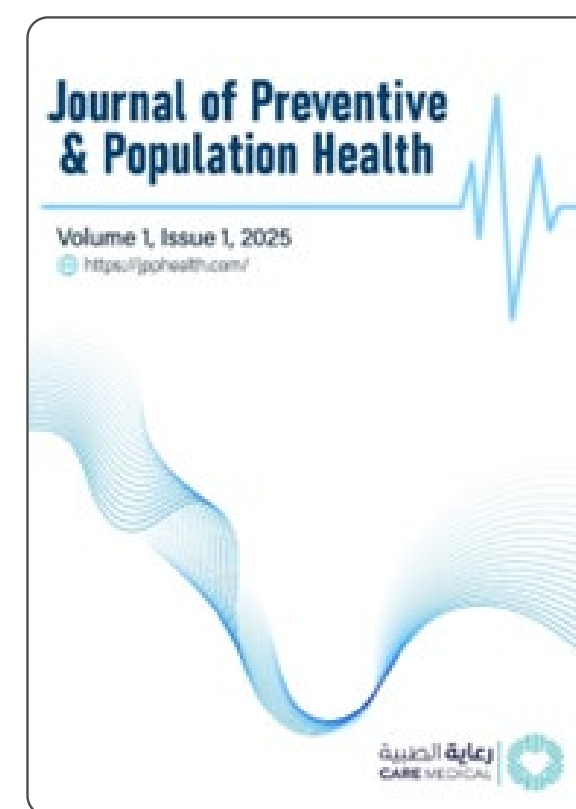
In 2025, Care Medical Research Center advanced from a developing initiative into an operational research ecosystem with defined governance structures, institutional infrastructure, and measurable research output.

A key milestone was the launch of the Journal of Preventive & Population Health (JPHealth) in March 2025. As Care Medical Academy's first specialized, peer-reviewed journal, JPHealth established an institutional platform for scientific publication and knowledge dissemination across preventive medicine, population health, occupational safety,

epidemiology, health education, and related clinical fields. The journal supports Care Medical's broader objective of strengthening evidence-based practice by encouraging research that addresses practical healthcare and public health challenges.

This academic foundation was complemented by the formation and National Committee of Bioethics (NCBE) registration of the Institutional Review Board (IRB) in May 2025, establishing a compliant ethical framework to oversee research activities across the organization. The Center also implemented structured research policies and launched a dedicated Research Support Unit to coordinate research operations, support researchers, and facilitate the delivery of research activities from concept to publication.

The Center's progress translated into tangible outcomes during the year. JPHealth's first issue was published in April 2025, and by year-end, the journal had released three issues comprising 31 articles. These publications covered applied clinical and public health topics, including emergency medicine, occupational safety, public health strategies, health education, and clinical case studies. In parallel, the Center supported approximately 112 researchers, reinforcing its growing role in advancing research capability, ethical research practices, and scientific contribution within the healthcare sector.



UpToDate® Utilization Improvements

Under the leadership of Director of Care Academy Dr. Usamah Alzoraigi, the Academy led a year-long initiative to drive staff engagement with the UpToDate® platform. By recognizing and rewarding top users, the campaign successfully embedded evidence-based research into daily clinical practice.

Our Impact in Numbers:

2,208

CME hours redeemed in 2025 compared to 1,132 CME hours in 2024

195%

of the annual utilization target achieved



Empowering National Talent:

The 2025 Tamheer Program

In 2025, Care Medical significantly advanced the Tamheer Program, reinforcing our commitment to developing skilled Saudi professionals in alignment with Vision 2030. By implementing strategic curriculum updates, expanding our academic partnerships, and refining our mentorship frameworks, we transformed the program into a highly effective talent acquisition pipeline for the organization.

Curriculum and Mentorship Enhancements

To elevate the quality of the training experience, we introduced several structural improvements designed to foster critical thinking and practical skill development:

- **Interactive Learning:** Transitioned toward hands-on workshops and real-world case studies to improve problem-solving capabilities.
- **Continuous Assessment:** Implemented formative feedback models, allowing trainees to actively track and direct their professional development.
- **Dedicated Mentorship:** Paired each participant with an experienced internal supervisor to provide personalized, one-on-one guidance.
- **Strategic Selection:** Refined our candidate selection process to ensure a stronger alignment between the trainees' career aspirations and Care Medical's operational needs.

Expansion of Academic Partnerships

To enrich the program's learning pathways, Care Medical signed new strategic agreements with leading national institutions, including King Saud University (KSU), Princess Nourah bint Abdulrahman University (PNU), and Umm AlQura University (UQU). These collaborations allow us to offer tailored training programs that provide participants with a strong academic foundation alongside their practical, hands-on experience.

Industry Recognition

Our continuous efforts to adapt and evolve our training models were formally recognized this year by the Human Resources Development Fund (HRDF). Care Medical received notable acknowledgment for our active participation in HRDF initiatives focused on exploring innovative opportunities within the broader Tamheer framework.

Our Impact in Numbers:

189

Total Program Beneficiaries in 2025.

186 Trainees

Successfully Transitioned to Full-Time Roles

62.90%

Female Hires vs 37.10% male hires in 2025

117

Saudi Women Hired through Tamheer Program in 2025.

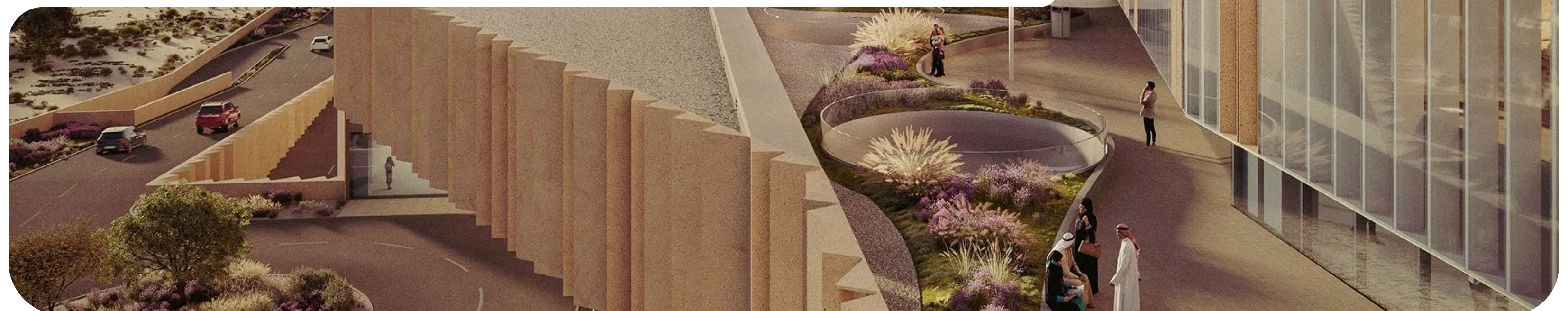
Expanding the Leadership Pipeline:

The 2025 NexGen Program

In 2025, the Care NexGen Leadership Program enrolled a new cohort of 42 high-potential professionals. As a critical component of our succession planning, this year's program evolved to offer a more structured curriculum designed to equip these emerging leaders for the complexities of healthcare management. We restructured 2025 curriculum to directly bridge leadership theory with practical application. Key 2025 enhancements included:

- **Targeted Learning Modules** focused specifically on strategic thinking, effective communication, and core leadership fundamentals.
- The integration of hands-on, project-based learning to solve real operational challenges.
- A newly formalized mentorship and continuous feedback framework.

The program achieved strong, measurable outcomes. The 2025 cohort demonstrated exceptional engagement and high completion rates, successfully delivering impactful individual and group strategic projects. Ultimately, these 42 graduates emerge with distinctly enhanced leadership competencies, ensuring a capable pipeline of professionals thoroughly prepared to step into expanded clinical and operational leadership roles across Care Medical network.



Occupational Health and Safety

Maintaining a secure environment for our patients, staff, and visitors is a foundational operational mandate. In 2025, we comprehensively upgraded our safety infrastructure, aligning all protocols with the highest local and international standards, specifically tailored to the operational environment of Care Medical network.

Strengthening Safety Governance and Leadership

To ensure continuous oversight and strict regulatory compliance, the Facility Management & Safety (FMS) Committee significantly increased its operational activity. The committee conducted 11 formal meetings in 2025 (up from 8 in 2024), successfully meeting all regulatory mandates and driving continuous inter-departmental collaboration.

OHS Management System Enhancements

In 2025, we completed a massive structural review of our safety frameworks, resulting in the total revision and implementation of 42 specific safety policies and procedures. Key management system upgrades included:

- Permit to Work System: Formulated to strictly enforce safety precautions and preventive actions prior to the commencement of any hazardous maintenance or construction activity.
- Emergency Operation Center (EOC): A new policy designed to organize the Incident Control Team, clarifying individual functions to maximize communication and coordination during crisis events.

- Targeted Inspection Checklists: Fully revised, environment-specific safety checklists were deployed across clinical areas, non-clinical areas, construction zones, and staff accommodations to increase the efficiency of daily and weekly safety audits.

Training, Awareness, and Emergency Preparedness

We actively upgraded our emergency response infrastructure and staff readiness through targeted training and infrastructure improvements:

- We upgraded the overhead emergency paging system to shorten communication pathways and accelerate response times during critical incidents.
- Core training programs included Facility Management & Safety lectures, comprehensive Fire Extinguisher Operation training, hazardous material and chemical handling and Safety Liaison Officer deployment to embed safety awareness directly into clinical and non-clinical units.
- To ensure total operational readiness, we successfully executed and documented mock emergency drills across multiple threat vectors, including Internal Disaster (Firefighting and Evacuation), Blood Spills, Child Abduction and Bomb Threat.

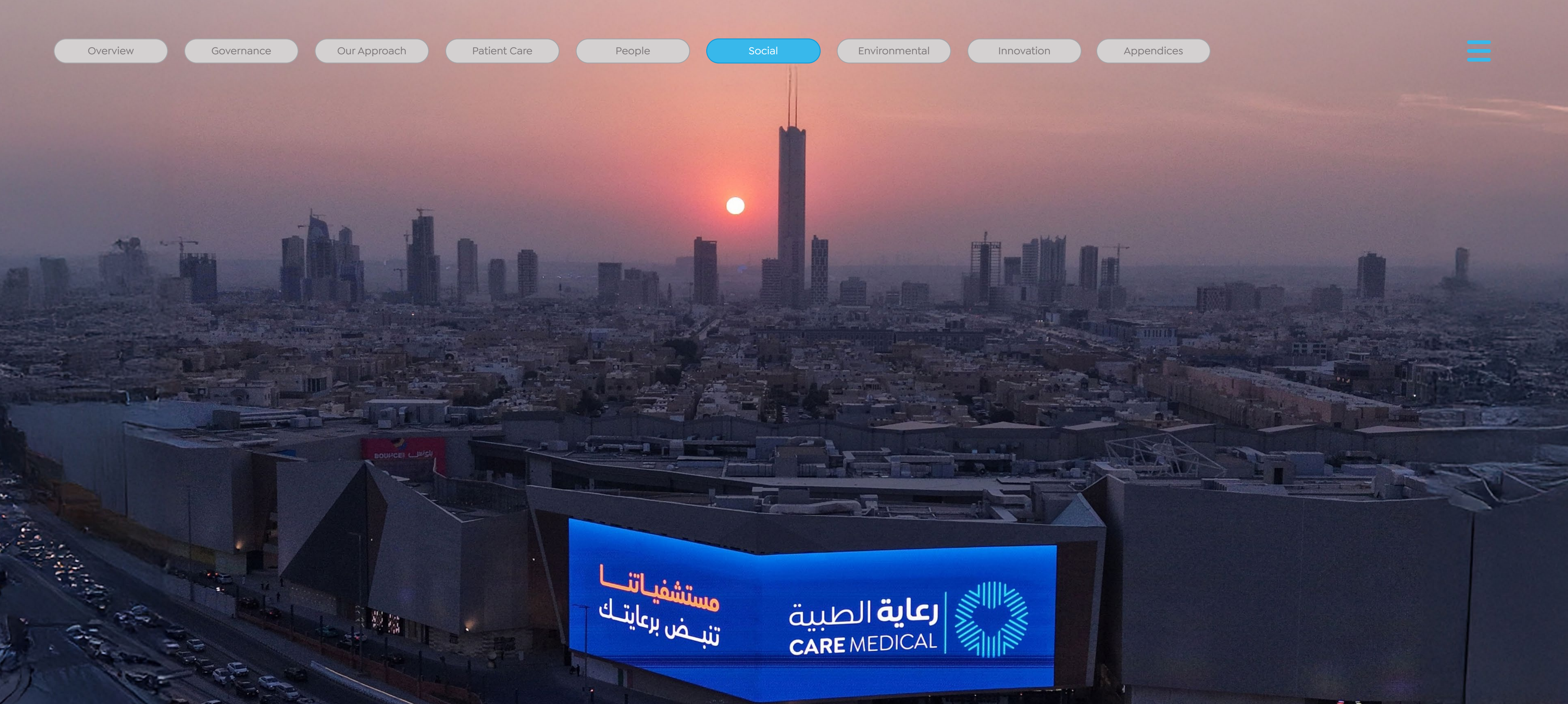
2025 OHS Performance Highlights

Through structured monitoring and enforcement, we achieved a milestone year in workplace safety:

- 0 Lost-Time Injuries (LTIR), 0 Recordable Injuries, and 0 Fatalities.
- 1,410 employees trained and 7 major emergency drills conducted.
- 26 OHS incidents proactively reported via the OVR system
- The OHS division achieved full marks in both safety documentation and implementation during the CBAHI Accreditation.
- We successfully secured critical renewals, including NCEC certification and Civil Defense compliance

2025 OHS Performance Scorecard

KPI	2025 Performance
Employees Who Received OHS Training	1,410
Emergency Preparedness & Drill Exercises	7
OHS Incidents Reported (via OVR System)	26
Lost-Time Injury Rate (LTIR)	0
Recordable Work-Related Injuries	0
Recordable Injury Rate	0
High-Consequence Work-Related Injuries	0
High-Consequence Injury Rate	0
Work-Related Fatalities	0
Work-Related Fatality Rate	0



06

- 01 Supporting Vulnerable Communities and Health Equity
- 02 Expanding Access to Mental Health
- 03 Collaborations for Impact



Care For
Our Community

Supporting Vulnerable Communities and Health Equity

Corporate Social Responsibility shapes how we deliver care beyond our facilities. As a leading healthcare provider in the Kingdom, we actively support community wellbeing and expand access to essential care.

In 2025, our official CSR Policy drove our operational choices and community outreach. Our teams focused on health education, social development, and direct community service. We paired these social initiatives with workplace wellbeing programs and a strong commitment to human rights. These combined efforts allow us to build healthier communities and drive inclusive growth across the region.

Care Medical actively works to bring essential healthcare services and information to underserved populations. The company designs its outreach and health education programs to close gaps in care and drive true health equity. Strong partnerships with government agencies, charities, and local groups push these efforts forward. These united collaborations extend the network’s reach and deliver targeted support exactly where communities need it most.

Affordability remains a critical part of accessible healthcare. Care Medical tackles financial barriers directly to support this mission. The team provides transparent pricing, partners with insurance providers, and offers clear financial guidance to patients. Care Medical also participates in subsidized initiatives to keep quality healthcare within reach for everyone.

Our CSR Focus Areas

Our CSR Policy is structured around key areas that reflect both community needs and our operational role:

- Community Healthcare and Outreach
- Public Health Education and Awareness
- Employee Well-being and Professional Support



2025 CSR Initiatives and Community Impact Highlights

Care Medical actively drives corporate social responsibility to build healthier communities, educate the public, and support our workforce. Our official CSR policy guides these efforts. We design our programs to reach a wide audience, including patients, employees, vulnerable groups, and the general public.

Supporting Community Health and National Priorities

Hajj Healthcare Operations

During the Hajj season, our teams operated six dedicated medical centers in Muzdalifah to provide essential primary care to pilgrims, meeting immediate community needs and national health goals.

Addiction Recovery Sponsorships

We tackle sensitive social challenges head-on by sponsoring specialized treatment programs for addiction recovery to assist vulnerable individuals.

Patient Engagement

Inside our hospitals, our staff organized patient visits and recreational support during National Day and Eid celebrations to brighten the care experience.

Accelerating Public Health Education Health Campaigns

We ran extensive awareness campaigns focusing on preventive care and chronic conditions. We aligned many of these public events with international health days to raise awareness for issues like diabetes and breast cancer.

Mental Health Educational Podcasts

We modernized our communication methods to reach a larger audience by launching educational podcasts that address mental health and addiction, making this critical information easily accessible.

Taking Care of Our People

Delivering excellent care starts with supporting our own team. As a core part of our internal CSR commitment, we improved our employee benefit packages to maintain a stable, focused workforce. We also secured medical malpractice insurance for our nursing staff to provide professional protection and peace of mind. To build a strong organizational culture, we hosted internal engagement programs to actively support employee well-being and daily connection.

Active Employee Volunteerism

Our team members also drive our social responsibility efforts outside our hospitals. This year, over 200 of our employees dedicated their personal time to support local communities. Together, they contributed a combined total of 650 volunteer hours to various social causes, extending our culture of care directly into the neighborhoods we serve.



Expanding Access to Mental Health

2025 Success Story: The Expansion of ReLib Mental Health Hospital

A key development within Care Medical’s broader social impact efforts is the continued expansion of ReLib, its dedicated mental health facility. Following its launch in late 2024, ReLib evolved in 2025 into a more comprehensive and integrated mental health hospital.

During the year, the facility expanded its infrastructure, increasing inpatient capacity from 20 to 30 beds, expanding clinical and therapy spaces, and introducing specialized services such as children’s mental health and employee wellbeing clinics. Advanced treatment programs, including Electroconvulsive Therapy (ECT) and Esketamine therapy, were also introduced alongside established therapeutic approaches.

ReLib also maintained a strong focus on community engagement and awareness. In 2025, it delivered 10 external awareness initiatives and reached more than 575 beneficiaries through targeted sessions, in addition to collaborating with academic institutions such as Princess Nourah University. Its addiction recovery support program recorded over 1,000 participants, reflecting continued community engagement.

Operationally, the facility recorded 1,599 outpatient visits, 199 inpatient admissions, and maintained a 91% patient satisfaction rate, alongside strong patient safety indicators.

ReLib Mental Health 2025 Impact & Engagement at a Glance

Core Clinical Care & Accessibility	Total Patients Served	1,798
	Outpatient Visits	1,599
	Inpatient Admissions	199
	Patients Recovered Without Relapse (out of 199)	177
	Insured Patients Supported Through Improved Access	936
Specialized Programs & Community Outreach	Home-Based Mental Healthcare Cases Managed	45
	Total Participants Reached Across Specialized Programs, specifically comprising:	1,612
	Anonymous Fellowship for Addiction Attendees	1,037
	Corporate & Government Outreach Beneficiaries (Saudi Red Crescent Authority, NCC, Care Medical)	575
	University Consultation Sessions	33



Collaborations for Impact

Care Medical drives a larger social impact through active partnerships. We join forces with government agencies, charitable organizations, and local groups to expand healthcare access across the Kingdom.

Public Sector Alignment

We work closely with the Ministry of Health and other public entities to support the Kingdom’s broader public health goals. During major national events, these joint efforts allow us to integrate our medical teams directly into national emergency response networks. This coordination ensures we can deploy critical resources, maintain hospital readiness, and deliver essential care quickly and safely during periods of high public demand.

Charitable Alliances

Care Medical teams up with local non-profits and specialized charities to assist vulnerable community members who face barriers to receiving care. Through these active alliances, we jointly fund and manage critical medical interventions, such as specialized treatment and rehabilitation programs for addiction recovery. Together, we provide targeted psychological counseling, financial guidance, and social support to people navigating difficult health circumstances.

Community and Educational Networks

Strong local networks allow us to significantly scale our health education and preventive care programs. We coordinate directly with community leaders and local groups to host public awareness campaigns that address pressing issues like chronic disease management and mental health. Inside our facilities, we partner with community volunteers to organize joint visitation programs during national and religious holidays, bringing recreational support and a sense of connection directly to our patients and their families.

Shared Impact and Reach

Expanding our collaborative network maximizes our community reach, allowing our combined initiatives to benefit hundreds of thousands of individuals annually. Working alongside external partners and industry experts ensures our operational strategies remain focused on the right priorities. These strategic partnerships allow us to continuously deliver inclusive care, drive meaningful public health education, and secure the professional resources needed to protect and support our dedicated healthcare workforce.

2025 Community Investment and Impact Dashboard

Category	CSR KPIs	2025 Result
Community Impact	Total Number of Beneficiaries Reached Through CSR Initiatives	700,000+
	Total Number of CSR Initiatives	50+
	Number of Health & Awareness Campaigns Conducted	15+
	Percentage of patients satisfied with public health services	94%
	Total Financial Resources Allocated to CSR Initiatives	2 million+ AED
Employee Volunteering	Total Number of Employees Participated in Volunteering Initiatives	200+
	Total Volunteer Hours Contributed	650 hours
Access to Care and Health Equity (Relib Mental Health)	Total Number of ReLib Patients Served	1,798 patients
	Total Number of ReLib Inpatient Admissions	199 admissions
	Total Number of ReLib Outpatient Visits	1,599 visits
	Total Number of Participants in Specialized Mental Health Programs	1,612 participants
	Total Number of Home-Based Mental Healthcare Cases Served	45 cases
	Total Number of Insured Patients Supported Through Improved Access Processes	936 insured patients
	Total number of patients who completed their treatment plans and recovered without relapse	177 out of 199



07

01 Environmental Management

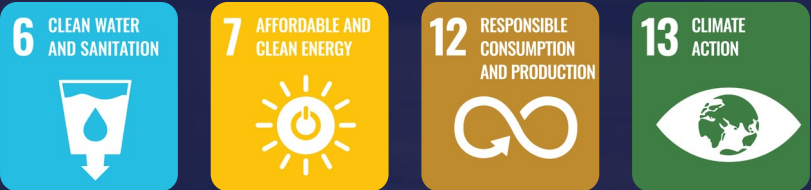
02 Our Carbon Footprint

03 Energy Management

04 Sustainable Waste Management

05 Water Efficiency

06 Improving Air Quality



Care For the Environment

Environmental Management

In 2025, we strengthened how we collect and disclose environmental information to provide a fully transparent, facility-level view of our environmental performance across all National Medical Care operating hospitals. To achieve this, we appointed dedicated focal points within our environmental and operational departments to coordinate data collection, consolidate inputs from each hospital, and support hospital-level breakdowns where relevant.

This year, we have expanded our disclosure scope to demonstrate exactly how each of our hospitals implements our corporate environmental policy, the foundation of our environmental programs. This site-by-site breakdown allows us to show our stakeholders exactly how each facility turns our company goals into daily actions that reduce our environmental impact.

Our Approach

To build a sustainable business, we must understand how our daily work affects the environment. At Care Medical, we manage these impacts consistently across our entire hospital network. Our goal is to reduce our environmental footprint through practical, everyday actions at each facility.

Environmental management is a growing priority for us. This year, our Board issued a clear mandate to improve how we track and report our impact for each individual hospital. They also tasked us with building stronger strategies to reduce our impact.

To achieve this, we focus on four main areas. We prioritize environmental compliance, strong operational controls, regular monitoring, and staff training. This clear structure helps our teams understand their exact responsibilities. As a result, we can successfully combine safe patient care with consistent environmental protection at all our locations.

Environmental Compliance & Policy Updates

Care Medical Al Balad completed the CBAHI re-accreditation survey in August. Surveyors conducted on-site rounds to verify we meet all necessary standards. The hospital also renewed its Saudi Civil Defense license, keeping the facility fully aligned with national safety rules.



Care Medical Al Rawabi successfully earned its official environmental license after fulfilling all national requirements. The team also updated key environmental procedures to keep our operations safe. These updates covered our hazardous materials and waste management plans, as well as safety protocols for pest control, formaldehyde, and xylene.

Care Medical Al Malaz formalized monthly environmental monitoring KPIs to support routine oversight across hospital operations. These KPIs covered Environmental of Care (EOC) inspections, medical waste generated, hazardous surveillance, cleanliness compliance of newly discharged rooms, water analysis compliance, and resolved pest

complaints. During the year, we also obtained approval from the local regulatory body for environmental licensing.

Care Medical Jiwar went through a major expansion, growing from an Emergency Center into a full hospital. To support this change, the facility upgraded its environmental and building management strategies. The hospital initiated a new Sewage Management Policy, and refreshed all existing facility guidelines. We then trained our staff on these updates so they can apply the new rules consistently across the hospital.

Operational Controls & Staff Engagement

CMB expanded the scope of their routine environmental rounds covering cleanliness, hygiene, waste management, and safety to include the Morgue and the Central Sterile Services Department (CSSD). Throughout the year, the hospital maintained employee engagement on environmental and safety topics through ongoing training and regular on-site rounds. This included continued instruction on hazardous materials handling and fire response, including code activation procedures and the correct use of fire extinguishers. As part of environmental auditing rounds, CMB also conducted brief staff interviews

to confirm awareness of facility management practices and key safety requirements.

On operational controls, CMR maintained an exhaust filtration program, including scheduled installation and replacement of HEPA filters in line with applicable standards. To support implementation, the hospital delivered staff training on the handling, storage, and disposal of hazardous materials. These sessions were supported by internal awareness activities intended to reinforce consistent practices across departments.

CMM implemented operational measures related to cleaning practices and resource use. The facility shifted away from traditional hospital cleaning chemicals and introduced alternatives described as plant-/fruit-based, non-volatile, and environmentally friendly. To improve control over chemical use, CMM implemented an optimized dilution and dosing system and adopted low-VOC and biodegradable or eco-labeled cleaning products. They also introduced microfiber cleaning materials, including microfiber mops and cloths, to support cleaning with reduced water and chemical use. In parallel, CMM supported reductions in clinical and ordinary waste through the use of non-invasive procedures where relevant and through expanded digitalization practices that reduced reliance on physical materials.

Our Carbon Footprint

Delivering healthcare responsibly means understanding our environmental impact. In 2025, National Medical Care set its first formal greenhouse gas (GHG) baseline for Scope 1 and Scope 2 emissions across our five hospitals. This baseline gives us a solid starting point. Moving forward, it will help us set goals, track our annual progress, and measure the success of our efficiency projects.

We collected and reported GHG data for each specific hospital: Care Medical Al Malaz, Care Medical Al Rawabi, Care Medical Al Balad, Care Medical Jiwar, and Care Medical Al Salam. Tracking this data site by site shows us exactly where our emissions originate. Moving forward, this baseline will serve as the foundation for our reduction strategy. It will help our teams set practical reduction targets, identify areas for improvement, and accurately measure the environmental impact of our future efficiency projects across the entire network.

Reporting Period

This disclosure covers the 2025 fiscal year and serves as Care Medical’s base year for GHG accounting.

Boundaries and Scope

The inventory covers National Medical Care’s five operating hospitals and includes direct emissions from owned or controlled sources where data was available, as well as indirect emissions from purchased electricity and other sourced energy streams captured in the underlying calculations.

Scope 1 emissions include direct emissions from activities such as mobile combustion, stationary combustion, refrigerants, and used fire suppression systems, depending on the operational profile of each hospital.

Scope 2 emissions include indirect emissions associated primarily with purchased electricity, with additional sourced cooling and heating captured where applicable in the underlying hospital-level calculations.

Basis of Calculation

Care Medical aligned its 2025 greenhouse gas accounting with the GHG Protocol and applied facility-level activity data from the submitted hospital files. Emissions were calculated using the activity data and assumptions available for each site at the time of reporting. As this is the first consolidated baseline, the inventory should be read as the starting point for more refined future measurement rather than as a fully mature trend dataset.

Care Medical used the 2021 UK Government GHG Conversion Factors (DEFRA) as the reference emission factor set for this baseline year, applying them consistently across hospitals where relevant local emission factors were not available for the reported sources.

Data Quality and Completeness

As part of building this first baseline, some site-specific assumptions were required in the underlying calculations. Where exact asset counts were not consistently disclosed in the submitted files, the context below refers to the reported source categories and resulting emissions values rather than to unit counts.

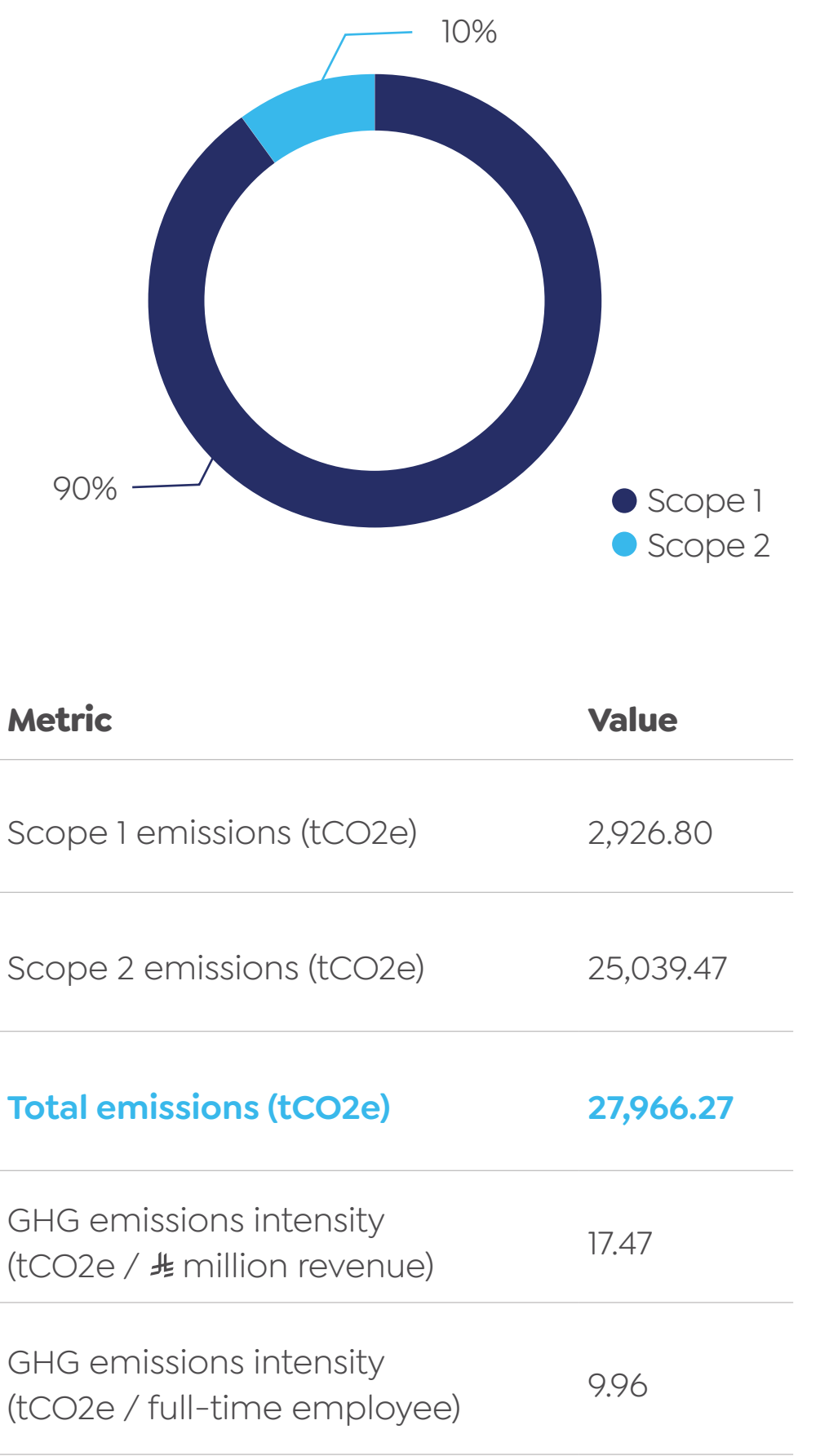
- Care Medical Al Malaz: refrigerant leakage was assumed at 1.9% because the annual leakage rate was below 2%. For mobile combustion, the diesel emission factor for heavy goods vehicles (HGVs) in the >3.5 to 7.5 tonnes category was applied, as no suitable gasoline emission factor was available for this class in the calculator. Heating-related energy from the HVAC and hot water systems was converted from kWh to metric tons of steam using a standard industrial factor, while cooling was estimated using reported chilled water tons multiplied by 264 working days.
- Care Medical Al Balad: the ambulance was classified as a heavy goods vehicle in the >3.5 to 7.5 tonnes category for mobile combustion purposes. The diesel emission factor was applied because no suitable gasoline emission factor was available for this vehicle class in the calculator.
- Care Medical Al Rawabi: the Suzuki Jeep was classified as a medium car to better reflect its 4WD fuel intensity and avoid under-reporting, while the Toyota Coaster was classified as a heavy goods vehicle in the >3.5 to 7.5 tonnes category, with the diesel emission factor applied in the absence of a suitable gasoline factor.
- Care Medical Jiwar: the diesel emission factor was used as an estimate for mobile combustion instead of gasoline, since no emission factor was available

- for gasoline-fueled HGVs in the calculator. The vehicle was therefore assessed under the HGV category. In addition, December electricity data was estimated using the same value as November after management confirmed that electricity use is generally stable. Because electricity consumption in kWh was not specified in the invoices, usage was derived by dividing the amount paid by an assumed tariff of ₭ 0.22 per kWh.
- Care Medical Al Salam: Scope 1 data was not provided for 2025. Accordingly, the hospital’s reported emissions reflect Scope 2 emissions only. This is an important limitation in the current baseline and should be considered when comparing site totals

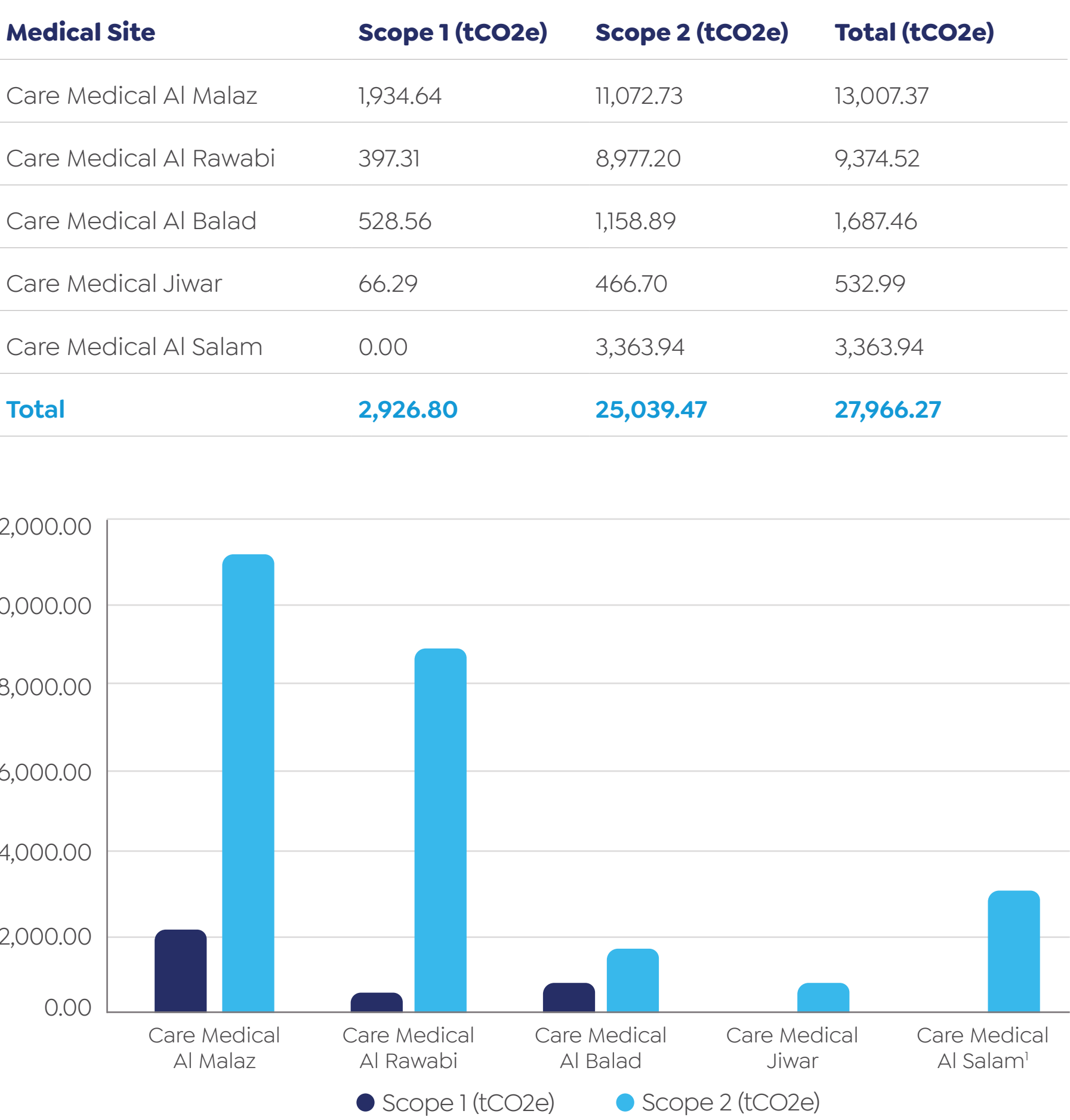
2025 GHG Emissions Performance

In 2025, National Medical Care reported total Scope 1 and Scope 2 emissions of 27,966.27 tCO2e. Scope 2 emissions accounted for the majority of the footprint at 25,039.47 tCO2e, representing 89.5% of the total, while Scope 1 emissions totaled 2,926.80 tCO2e, or 10.5%. Based on total 2025 revenues of ₪ 1,600.4 million and a total full-time workforce of 2,807 employees, Care Medical’s total GHG emissions intensity stood at 17.47 tCO2e per ₪ million in revenue and 9.96 tCO2e per full-time employee.

2025 Consolidated GHG Emissions and Intensity



Emissions Breakdown by Hospital



¹ Scope 1 data was not provided for Care Medical Al Salam in 2025. The site total therefore reflects Scope 2 emissions only.

The hospital-level breakdown shows a concentrated emissions profile across the Group. Care Medical Al Malaz and Care Medical Al Rawabi together accounted for approximately 80.0% of total reported emissions in 2025, at 46.5% and 33.5% respectively, indicating that Group-wide reduction efforts will have the greatest impact if they focus first on these two sites. Care Medical Al Salam contributed a further 12.0% of the total footprint; however, this figure reflects Scope 2 emissions only, as Scope 1 data was not available for the year. By contrast, Care Medical Al Balad and Care Medical Jiwari represented smaller shares of total emissions at around 6.0% and 1.9% respectively.

The comparison also shows that the main emissions drivers differ across hospitals. Al Malaz had the most diversified inventory, with material contributions from refrigerants, fire suppressors, mobile combustion, electricity, cooling, and heating, while Al Rawabi’s footprint was overwhelmingly electricity-driven. Al Balad showed a relatively higher dependence on mobile combustion within Scope 1, and Jiwari’s profile remained comparatively small but included a notable cooling component within Scope 2.

Overall, the data confirms that electricity is the dominant emissions driver across the network, while the relative importance of direct emissions varies by hospital depending on operational configuration and data availability.

Emissions Profile by Source

Within Scope 1, mobile combustion was the main source of direct emissions, accounting for 2,457.17 tCO₂e, or approximately 84.0% of total Scope 1 emissions. Fire suppression gases and fugitive emissions together contributed 494.31 tCO₂e, while stationary combustion contributed 56.58 tCO₂e. Refrigerants contributed a further 80.56 tCO₂e, concentrated entirely at Care Medical Al Malaz.

Within Scope 2, electricity clearly dominated the inventory. Purchased electricity accounted for 24,555.61 tCO₂e, representing approximately 98.1% of total Scope 2 emissions. Sourced cooling contributed 483.12 tCO₂e, while sourced heating was negligible at 0.74 tCO₂e.

This pattern is consistent with the operational profile of a hospital network, where emissions are driven less by onsite fuel use and more by the energy intensity of round-the-clock medical operations.

Hospital-Level Context

Care Medical Al Malaz

Care Medical Al Malaz recorded the highest total emissions in the network at 13,007.37 tCO₂e, representing approximately 46.5% of Care Medical’s total reported footprint. The hospital also recorded the highest Scope 1 emissions, driven mainly by mobile combustion, with additional contributions from refrigerants, fugitive emissions, and fire suppression systems. On the Scope 2 side, the footprint was driven primarily by purchased electricity, with smaller contributions from sourced cooling and heating.

The inventory for Al Malaz reflects the broadest source coverage among the hospitals, including fugitive emissions, refrigerants, used fire suppressors, mobile combustion, stationary combustion, purchased electricity, cooling, and heating. Within Scope 1, mobile combustion was the largest reported source at 1,764.69 tCO₂e, followed by fugitive emissions at 161.83 tCO₂e with a breakdown

of fire suppressors and refrigerants having emitted 81.27 tCO₂e, and 80.56 tCO₂e, respectively. As for Scope 2, electricity consumption remained the dominant driver at 10,854.30 tCO₂e, with smaller contributions from cooling and heating.

This emissions profile should also be considered alongside the hospital’s broader operational context. In 2025, CMM continued improving energy management through updates to its building management system, expansion of LED lighting, closer monitoring of major electrical assets through Schneider Electric’s EcoStruxure platform, and tighter controls on the use and scheduling of energy-intensive equipment. These actions do not change the fact that Al Malaz remains a major energy-consuming site, but they establish an operational foundation for future reductions and more targeted control of high-load systems.

Scope 1	1,934.64
Fugitive Emissions	161.83
Refrigerants	80.56
Fire Suppressors	81.27
Mobile Combustion	1,764.69
Stationary Combustion	8.12
Scope 2	11,072.73
Electricity Consumption	10,854.30
Cooling	217.7
Heating	0.74
Total	13,007.37

Care Medical Al Rawabi

Care Medical Al Rawabi reported 9,374.52 tCO₂e, representing approximately 33.5% of the total footprint. Its emissions were driven overwhelmingly by Scope 2 electricity consumption, while Scope 1 emissions arose from used fire suppressors, mobile combustion, and stationary combustion.

The inventory for Al Rawabi included used fire suppressors, mobile combustion, stationary combustion, and purchased electricity. Scope 1 emissions totaled 397.31 tCO₂e and were led by the fugitive emissions using fire suppressors emitting 251.21 tCO₂e. The hospital reported no refrigerants leaks occurred during the reporting period. Mobile combustion then followed at 111.09 tCO₂e and stationary combustion at 35.01 tCO₂e. Scope 2 emissions were entirely electricity-based at 8,977.20 tCO₂e, and reported explicitly no use of heating systems. This gives Al Rawabi a relatively clean emissions structure, with electricity as the dominant driver and direct emissions remaining comparatively limited.

This profile aligns with the hospital’s 2025 environmental and energy actions. During the year, CMR connected lighting, cooling systems, and water heaters to a central Building Management System, replaced older fluorescent lighting with LEDs across most of the hospital and housing compound, and introduced motion sensors in selected areas. These actions support better control of operational demand and provide a credible basis for future reductions. Looking ahead, the hospital’s completed solar feasibility study and the initiation of the LEED certification process further strengthen its pathway toward lower-carbon operations.

Scope 1	397.31
Fugitive Emissions	251.21
Refrigerants	0
Fire Suppressors	251.21
Mobile Combustion	111.09
Stationary Combustion	35.01
Scope 2	8,977.20
Electricity Consumption	8,977.20
Cooling	-
Heating	0
Total	9,374.52

Care Medical Al Salam

Care Medical Al Salam reported 3,363.94 tCO₂e in 2025, all of which falls under Scope 2 due to incomplete Scope 1 data for the reporting year. While fire suppressors were reported as zero, other Scope 1 sources were not provided. As a result, the site’s baseline is not fully comparable on a complete direct-and-indirect emissions basis.

The inventory for Al Salam reflects electricity-related emissions only at 3,363.94 tCO₂e. Since Scope 1 data was not provided for 2025, the site’s reported footprint should be read as partial rather than fully comparable with the other hospitals.

Future reporting cycles will focus on capturing complete direct emissions data for the site to improve comparability and provide a more balanced representation of its total carbon footprint.

Scope 1	-
Fugitive Emissions	-
Refrigerants	-
Fire Suppressors	0
Mobile Combustion	-
Stationary Combustion	-
Scope 2	3,363.94
Electricity Consumption	3,363.94
Cooling	-
Heating	-
Total	3,363.94

Care Medical Al Balad

Care Medical Al Balad reported 1,687.46 tCO2e, of which 528.56 tCO2e came from Scope 1 and 1,158.89 tCO2e from Scope 2. The hospital’s Scope 1 profile was dominated by mobile combustion, with a smaller contribution from stationary combustion.

The inventory for Al Balad included mobile combustion, stationary combustion, and purchased electricity. Scope 1 emissions were driven almost entirely by mobile combustion at 517.00 tCO2e, while stationary combustion contributed 11.56 tCO2e and fire suppressors were reported as 0. Scope 2 emissions were fully attributable to electricity consumption at 1,158.89 tCO2e. This means Al Balad’s emissions profile is relatively concentrated and easier to interpret, with electricity use and transport-related activity acting as the main reported drivers.

At the same time, the hospital continued implementing practical energy actions in 2025. These included upgrades to elements of the UPS backup system, continued rollout of LED lighting, and daily oversight of electrical loads and conservation practices. In addition, CMB reduced kitchen-related demand by scaling back onsite cooking and shifting toward catered and pre-prepared meals. This operational change is relevant in the GHG context because it supports lower direct fuel-related activity and helps reduce avoidable energy use associated with food preparation.

Scope 1	528.56
Fugitive Emissions	-
Refrigerants	-
Fire Suppressors	0
Mobile Combustion	517
Stationary Combustion	11.56
Scope 2	1,158.89
Electricity Consumption	1,158.89
Cooling	-
Heating	-
Total	1,687.46

Care Medical Jiwar

Care Medical Jiwar reported the lowest total emissions in the network at 532.99 tCO2e. The site’s footprint comprised 66.29 tCO2e from Scope 1 and 466.70 tCO2e from Scope 2, including electricity and sourced cooling.

The inventory for Jiwar included mobile combustion, stationary combustion, electricity consumption, and cooling. Within Scope 1, mobile combustion accounted for 64.39 tCO2e and stationary combustion for 1.90 tCO2e. Within Scope 2, cooling at 265.42 tCO2e exceeded electricity-related emissions of 201.28 tCO2e. This makes Jiwar the only site besides Al Malaz with a visible cooling component in the reported Scope 2 profile.

This relatively lower footprint should be interpreted in light of Jiwar’s stage of development. In 2025, the facility expanded from an Emergency Center into a full hospital. That transition naturally increased operational demand compared with earlier activity levels. At the same time, CMJ completed a full LED lighting upgrade across the facility and also shifted meal services toward catered and pre-prepared meals, both of which support more efficient building operations as the site scales.

Scope 1	66.29
Fugitive Emissions	-
Refrigerants	-
Fire Suppressors	0
Mobile Combustion	64.39
Stationary Combustion	1.9
Scope 2	466.70
Electricity Consumption	201.28
Cooling	265.42
Heating	-
Total	532.99

Outlook

Establishing a 2025 greenhouse gas baseline is an important step in Care Medical’s environmental management journey. It gives the Group clearer evidence base for identifying major emission sources, prioritizing reduction opportunities, and linking future capital or operational improvements to measurable carbon outcomes.

Because the current footprint is heavily concentrated in electricity-related emissions, future decarbonization efforts are likely to depend on stronger building controls, more efficient lighting and cooling systems, better monitoring of high-load assets, operational scheduling improvements, and the gradual evaluation of onsite or purchased renewable energy opportunities where feasible.

Over time, Care Medical also intends to strengthen data completeness and comparability across all hospitals. This will be especially important for sites with current data gaps, including direct emissions at Care Medical Al Salam, so that the Group can move from baseline establishment toward more robust performance management and target-setting.

Energy Management

We understand that energy management is closely linked to our service continuity. Our hospitals operate around the clock, and electricity is essential for clinical equipment, building systems, and patient comfort. For that reason, we manage energy with two priorities in mind: maintaining reliable operations and reducing avoidable consumption without affecting care delivery.

In 2025, we continued to strengthen how energy is managed across our facilities. Our approach is based on facility-level controls and monitoring, practical efficiency actions within building operations, and routine oversight of day-to-day energy use. Where relevant, we also reinforce these measures through staff awareness and accountability mechanisms so that energy practices are applied consistently across departments.

Power Resilience and Electrical Protection Upgrades

CMB directed efficiency measures towards power reliability, reducing avoidable demand, and reinforcing conservation behaviors, contributing to a measurable reduction in overall energy intensity and costs. CMB upgraded elements of its UPS backup system to support continuity for critical operations. The main UPS breaker was replaced with a higher-capacity unit to accommodate operational loads, and floor-level breakers were upgraded to higher-sensitivity units so that electrical faults are isolated to the affected floor rather than impacting the full UPS supply. CMB also initiated procurement for a dedicated UPS for the server room to support continuity for IT systems and continued the rollout of LED lighting.

Building Controls and LED Upgrades

We actively improved how we manage energy across Care Medical hospitals by upgrading our building controls and installing more efficient equipment.

At CMR, we connected our lighting, cooling systems, and water heaters to a central Building Management System (BMS). This step allows us to closely track and control our daily energy use. We also replaced older fluorescent lights with energy-saving LEDs.

By the end of the year, we upgraded about 90% of the lighting in both the hospital and the housing compound, supported by motion sensors in selected areas to reduce unnecessary electricity consumption.

In parallel, CMM updated its BMS to improve integration with HVAC operations and continued the transition to LED lighting to reach approximately 70% coverage across departments by the end of 2025. CMJ successfully completed a full facility upgrade, installing LED lighting throughout the entire hospital.

Electrical Infrastructure Monitoring System

To strengthen monitoring of electrical infrastructure, CMM finalized a contract with Schneider Electric to install the EcoStruxure Asset Advisor system for monitoring the main electrical units, supported by ongoing advisory services from Schneider Electric specialists

Operational Efficiency and Equipment Use Controls

At CMM, we changed our daily routines to use our hospital equipment more efficiently. The team took direct steps to stop the overuse and misuse of high-energy machines. This approach

saves power and helps us prevent unexpected equipment breakdowns. We also applied low-cost efficiency actions to improve our operations. For example, we adjusted our equipment schedules so machines only run when staff actually need them. We also removed duplicate equipment from our workspaces, ensuring we only power exactly what we need to deliver excellent care.

Kitchen Demand Reduction

In 2025, CMB and CMJ changed how they manage their daily meal services. Both hospitals scaled back their on-site cooking and shifted toward catered and pre-prepared meals. This operational update directly lowered our kitchen energy use and reduced our cooking-related air emissions. This change also delivered clear financial results. At CMB, specific energy costs dropped from ₦ 572,902 in 2024 to ₦ 522,234 in 2025, representing a savings of approximately 8.8%.

Engaging Our Teams in Energy Conservation

CMB rely on daily oversight to promote responsible energy use. Our teams conduct regular facility walk-throughs to ensure electrical loads stay within safe limits and to confirm that no unauthorized heating equipment is used in patient rooms. We

also send routine reminders to our nursing and facility staff on practical actions such as switching off unnecessary lights and adjusting thermostats in line with Optimum Energy recommendations. At CMR, we focus on building a culture of awareness. We assign team leaders to monitor how well staff follow our energy guidelines. To keep motivation high, we actively recognize and reward the individuals and groups who do the best job of saving energy in their daily work.

In parallel, CMM run internal training programs to teach our employees specific conservation practices. We use posters and digital screens to remind staff how to properly manage lighting, HVAC systems, and medical equipment controls. The hospital also tracks key energy performance indicators, measuring the amount of power used per patient, per occupied area, or per operating hour. By adjusting our schedules, we easily cut power usage during slow periods. These practical steps lay the groundwork for our future goals, preparing us for smart metering, renewable energy projects, and ISO 50001 energy management certification.

Outlook

Looking ahead, the CMR team recently finished a feasibility study for installing solar panels. They also officially started the LEED certification process. We plan to complete the first phase of this new solar project in 2026.

Meanwhile, leadership inside CMB plans to explore additional renewable energy options. The team will align these future efforts with the Saudi National Renewable Energy Program. Whenever they identify a viable opportunity, they will add it directly to their long-term sustainability roadmap.

2025 Consolidated Energy Performance

Electricity Consumption (kWh)

Medical Site	2024	2025
Care Medical Al Malaz	-	29,045,480
Care Medical Al Rawabi	24,234,111	24,022,488
Care Medical Al Balad	3,384,575	3,101,256
Care Medical Jiwar	392,527	538,605
Care Medical Al Salam	-	9,001,704

In 2025, we transitioned to a standardized, facility-level reporting model. As a result, this year serves as our official baseline for measuring consolidated electricity consumption across all five core operating hospitals. We provided available 2024 data for Care Medical Al Rawabi, Al Balad, and Jiwar strictly for historical context.

The data reflects our recent operational shifts. For example, electricity consumption at Care Medical Jiwar increased naturally as the facility expanded from an Emergency Center into a fully operational hospital. Conversely, targeted efficiency measures and equipment controls helped successfully reduce total energy demand at Care Medical Al Balad and stabilize consumption at Care Medical Al Rawabi. Moving forward, leadership will use this comprehensive 2025 baseline to set measurable targets and track network-wide energy reductions.

Energy Intensity (kWh/m²)

Medical Site	2025
Care Medical Al Malaz	2,542
Care Medical Al Rawabi	516
Care Medical Al Balad	269
Care Medical Jiwar	274
Care Medical Al Salam	5,106

To complement our total energy consumption data, the 2025 reporting cycle introduces energy intensity (kWh/m²) as a core performance metric. The 2025 baseline data demonstrates an expected variance across the network. This variance correlates directly with the distinct clinical capacity, infrastructure requirements, and operational scope of each medical site. Facilities that provide high-acuity care or operate energy-dense medical technologies inherently register a higher energy demand per square meter. Establishing these site-specific intensity metrics allows our operations teams to accurately evaluate individual building performance, identify distinct load patterns, and strategically target future investments in energy efficiency upgrades.

Electricity Cost (﷼)

Medical Site	2025
Care Medical Al Malaz	4,581,507
Care Medical Al Rawabi	7,418,719
Care Medical Al Balad	558,586
Care Medical Jiwar	118,493
Care Medical Al Salam	1,864,595

By establishing 2025 as our baseline for facility-level electricity costs, we now have a clear starting point to track our financial performance. Moving forward, we will use this baseline to measure the direct economic impact of our energy efficiency initiatives. Tracking these metrics alongside our consumption will allow us to quantify operational savings and validate the return on investment for future sustainability upgrades across the network.



Sustainable Waste Management

Waste management is a core operational responsibility that supports safe clinical care, regulatory compliance, and environmental stewardship. Our hospitals generate different waste streams through routine medical and support activities, and these streams require structured controls to ensure they are handled safely and consistently.

Our approach is based on clear governance, defined processes, and accountability at facility level. We apply segregation and handling requirements, maintain

appropriate storage and disposal arrangements, and reinforce staff competency to support compliance and reduce operational risks. We also use monitoring and assurance practices, such as internal checks and external reviews where applicable to validate implementation and maintain continuity of performance across our hospital network.

Waste Disposal & Contractor Management

Across our hospitals, waste collection and disposal were managed through contracted service providers to support compliant handling of medical and non-medical waste streams. CMB maintained contracts for medical and non-medical waste and initiated a feasibility assessment with its non-medical waste contractor to evaluate introducing on-site recycling programs. CMR formalized a contract with SEPCO for infectious and hazardous waste, supported by on-site storage and containment arrangements. CMM managed disposal through multiple providers: SEPCO for clinical and infectious waste, Karaker Co. for general waste, and Recycling Experts Co. for paper and carton waste. CMJ maintained its contract with SEPCO for medical waste disposal and continued working with SEPCO as a licensed, MOH-approved provider.

Waste Reduction & Resource Efficiency

In 2025, waste reduction actions focused on reducing material use at source and strengthening segregation infrastructure. CMB reduced paper consumption by moving several patient forms from paper-based workflows to the Health Information System (HIS), reducing paper and related

consumables and supporting more consistent handling of patient documentation. CMM planned further improvements to support segregation, including a revised waste bin system and the installation of a plastic bottle collection machine.

Hazardous Materials Management

Hazardous materials and high-risk waste were managed through segregation controls, staff training, and routine checks. CMB delivered targeted HAZMAT training for Laboratory, Housekeeping, Pharmacy, and Nursing staff (supported by certificates) and used environmental rounds to verify spill kit readiness and SDS availability, with staff understanding confirmed through interviews and practical demonstrations.

CMR maintained segregation controls to separate recyclable, non-recyclable, and hazardous waste streams, supported by a recycling management contract.

CMM continued waste segregation using designated containers and color-coded bags for general waste, infectious/clinical waste, human tissue for burial in accordance with Islamic law, sharps and pharmaceutical waste, and laboratory liquid waste, supported by HAZCOM training (hazard classification, routes of entry, SDS, safe storage, spill response, eyewash use, and segregation) and

BICSL training (hand hygiene, PPE, spill kit use, needle stick injury procedures, transmission-based precautions, respiratory fit testing, and PAPR use).

CMJ improved the medical waste storage area: ventilation and temperature conditions were improved, including installation of a new air conditioner to maintain a maximum temperature of 18°C. Additional medical waste storage containers were added to support hospital capacity and ICU expansion.

Compliance, Assurance & Certifications

Assurance activities in 2025 included certifications, audits, inspections, corrective actions, and competency verification. CMB maintained College of American Pathologists (CAP) certification for its laboratory, reflecting alignment with applicable quality and safety requirements, including handling and segregation of biohazard materials, labeling and storage controls, and documentation and traceability.

CMR underwent external inspections by CBAHI, the Ministry of Health, Civil Defense, and environmental authorities, and implemented corrective actions focused on documentation and labeling; waste-handling training for clinical and support teams was also documented through certificates.

CMM waste management practices were reviewed through CBAHI audits, which reported positive findings related to waste management.

CMJ implemented facility updates tied to regulatory requirements, including creating a new operating room based on MOH requirements and connecting access door devices to the fire alarm system in line with Civil Defense requirements. Oversight included quarterly inspections by the Compliance Department and semi-annual ICA MOH audits, with no observations or non-compliance issues related to medical waste reported in 2025. CMJ also strengthened competency through training and certification, including BICSL certification training, training on updated Infection Control protocols, and waste-handling training for new staff via the Safety Department, followed by a MyCare test and certification upon successful completion.

Sustainable Procurement

In 2025, CMB updated procurement standards to include environmental requirements within supplier evaluation and selection, prioritizing vendors based on regulatory compliance, responsible sourcing practices, and stated commitments to waste reduction. In parallel, CMR worked with the Supply Chain Management (SCM) team on actions aimed at reducing inbound packaging waste, including cartons and plastics.

2025 Consolidated Waste Performance

Medical Site	Non-Hazardous Waste (tons)	Hazardous / Clinical Waste (tons)	Total Annual Waste Generated (tons)
Care Medical Al Malaz	240	1,343	1,583
Care Medical Al Rawabi	1,150	128	1,278
Care Medical Al Balad	65	22	87
Care Medical Jiwar	11	2	13
Care Medical Al Salam	258,054	26,348	284,402

2025 waste data directly reflects the unique operational scope, patient volume, and clinical focus of each individual site. Facilities handling highly specialized medical procedures naturally generate distinct volumes and classifications of waste, particularly clinical and hazardous materials.

Water Efficiency

Care Medical manages water as a critical resource for safe clinical operations and reliable facility services across our hospital network. Water quality and system reliability are essential to infection control, patient care requirements, and day-to-day operational continuity.

Our approach focuses on maintaining water quality controls aligned with applicable requirements, applying planned maintenance for key assets, and strengthening oversight of water systems to reduce losses and support responsible use. Where relevant, we also reinforce conservation practices through monitoring, operational checks, and staff engagement to support consistent implementation across our facilities.

Water Quality & Clinical Water Safety

In 2025, Care Medical hospitals continued to maintain water quality and safety controls to support clinical operations and infection prevention. Care Medical Al Balad maintained its water quality and safety program and followed a planned maintenance schedule that included routine cleaning and disinfection of underground storage tanks and rooftop tanks, with water quality verified through regular laboratory testing to support compliance with required standards and to identify potential issues. CMR implemented a monthly water quality analysis program across its facilities to detect and address contamination risks, with corrective actions taken when required.

CMJ monitored water quality in line with Ministry requirements, including monthly microbiology tests and bi-annual chemical tests, and in the ICU briefed staff and implemented a water-quality protocol in collaboration with the Infection Control Team to support regular monitoring and maintenance of water quality.

Water Infrastructure & System Reliability

CMB followed a planned maintenance schedule under its water quality and safety program, including

routine cleaning and disinfection of underground storage tanks and rooftop tanks.

CMR prioritized infrastructure upgrades to improve system reliability and reduce losses, including replacing aging water pipelines described as leak-prone, installing updated water servers, and installing automatic faucets across most of the hospital; in 2025, total water costs decreased by **10%**.

CMM implemented measures to improve water conservation and oversight by installing sensor-activated faucets in selected areas, completing updates and maintenance for all utility stations, and contracting a specialized company for ongoing monitoring and condition assessment. To support routine management, Care Medical Al Malaz also installed a water metering and monitoring system, carried out regular inspections to identify and repair leaks, faulty valves, and inefficient fixtures, and conducted a water failure drill, alongside staff awareness activities focused on responsible water-use practices.

Water Treatment Systems for Clinical Use

In 2025, CMB operated a reverse osmosis (RO) system for water treatment. The hospital also maintained a dedicated treatment process to meet the requirements of renal dialysis care.

Wastewater Management & Water Reuse

During the year, CMB initiated a Sewage Management Policy to standardize wastewater management procedures across the facility. In parallel, CMR consistently met national water regulatory standards, successfully maintaining all required testing parameters. The hospital also improved its water reuse capabilities by renovating the on-site Sewage Treatment Plant (STP) and installing new equipment. These upgrades improved the plant's operational efficiency, allowing the hospital to safely repurpose treated wastewater for its landscaping and irrigation needs.

Staff Engagement & Awareness

CMR actively involved its employees in the new water conservation efforts. The hospital conducted water-saving awareness training and appointed team leaders to monitor daily compliance. To encourage participation, CMR and CMM also introduced a recognition program to acknowledge individuals and teams who demonstrated a strong commitment to these new resource-saving practices.



2025 Consolidated Water Performance

Medical Site	Water Consumption (m³)	Total Annual Water Supply Cost
Care Medical Al Malaz	81,232	1,589,980
Care Medical Al Rawabi	314,799	1,589,980
Care Medical Al Balad	31,607	186,482
Care Medical Jiwar	1,325	11,926
Care Medical Al Salam	23,105	—

Reliable water access is critical for infection control, medical sterilization, and daily patient care. In 2025, we captured our facility-level water consumption and supply costs to establish a definitive performance baseline. The varying usage levels across the network directly reflect the specific medical services and patient volumes at each site. Tracking both consumption and cost allows our operations teams to identify practical conservation opportunities in future reporting cycles.

Improving Air Quality

Care Medical prioritizes indoor air quality as part of maintaining safe clinical environments across our hospital network. Indoor air conditions influence the reliability of clinical spaces, the effectiveness of hygiene and infection control practices, and the safety and comfort of both patients and staff. Managing these conditions requires consistent control of ventilation performance, filtration, pressure relationships where required, and ongoing verification that critical areas operate within defined parameters.

In 2025, we continued to strengthen indoor air quality management through facility-based improvements and operational controls through targeted initiatives:

Pharmacy IV Room Air System Upgrade

CMB upgraded the pharmacy IV room to strengthen indoor air and environmental controls. The existing recirculating air setup was replaced with a total fresh air supply system, with terminal HEPA filtration at the point of delivery. After installation, the hospital completed air balancing to confirm the room operates within the required settings, including differential pressure and the targeted air changes per hour (ACH), in line with applicable standards.

Anesthetic Gas Scavenging System (AGSS) Installation

CMM installed a new Anesthetic Gas Scavenging System (AGSS) at a designated location to support the safe handling of anesthetic gases and alignment with applicable operational requirements. This system supports controlled collection and removal of anesthetic gases from clinical areas, helping reduce staff exposure risks and maintaining appropriate indoor air conditions in areas where anesthetic gases are used.

Care Medical Jiwar IV Room Project

CMJ started building a new IV room this year to improve facility hygiene and support safe clinical care. Our teams successfully finished the civil works phase by year-end. Currently, we are completing the necessary electromechanical works to prepare the room for daily operations.



08

- 01 Our Approach to Technology
- 02 AI-Driven Care Transformation
- 03 Accelerating a Smarter Healthcare Ecosystem



Innovation & Digital Transformation

An Integrated Approach to Technology

Our strategic digital roadmap connects every part of our organization. We are replacing isolated legacy systems with an integrated infrastructure where information flows securely between patients, physicians, and administrative teams. Artificial Intelligence is central to this shift. By strategically deploying AI across our clinical and operational workflows, we turn complex healthcare data into practical support for our medical staff while providing our patients with a seamless and personalized care journey.

Given the pace and complexity of technological change, Care Medical continues to refresh its digital strategy to remain responsive to new developments and emerging needs. Under our 2024–2030 strategic roadmap, our focus this year shifted toward AI-enabled care transformation to strengthen our competitive position and support the next stage of digital development across the organization.



Our Strategic Digital Roadmap (2024–2030)

1

Pillar 1: Next-Generation Digital Infrastructure

Care Medical’s digital strategy focuses on strengthening the infrastructure that supports care delivery across the network. This includes building a more connected digital environment, expanding telehealth services, and developing unified mobile and web platforms that give patients and providers secure access to records, appointments, and communication tools. We are also beginning to apply artificial intelligence in selected areas to support clinical decisions, improve responsiveness, and enable more personalized care.

2

Pillar 2: Tech-Enabled Patient Experience

Technology plays an important role in how we aim to improve the patient experience at Care Medical. Our approach focuses on using data and digital tools to support better outcomes, reduce friction across the care journey, and make everyday interactions more efficient for both patients and staff. This includes simplifying administrative processes, reducing wait times, and improving coordination across physical and digital touchpoints. We are also introducing greater automation in routine processes so that more time and operational capacity can be directed toward frontline care and patient support.

3

Pillar 3: Digital Governance and Cybersecurity

As our digital capabilities continue to expand, Care Medical remains focused on maintaining strong governance, protecting patient information, and supporting the resilience of its systems. Our approach is guided by recognized international standards and by local regulatory requirements relevant to healthcare, data protection, and cybersecurity. Alongside compliance, we continue to strengthen data governance and cybersecurity practices to manage risk, improve data reliability, and safeguard privacy across the organization.

AI-Driven Care Transformation

In 2025, Care Medical redefined its digital transformation strategy by transitioning Artificial Intelligence from a conceptual technology into a foundational tool for both patient engagement and clinical excellence. By embedding advanced AI and seamless digital integrations across the care continuum, we have created a more responsive, accessible, and intelligent healthcare ecosystem.

AI-Powered Patient Access

We revolutionized the front door to our healthcare services by deploying intelligent automation across our primary patient touchpoints. In a major leap forward for accessibility, we introduced AI-enabled voice booking and an automated AI chatbot, allowing patients to seamlessly resolve inquiries and schedule appointments 24/7. To further streamline this experience, we integrated AI capabilities directly into our Call Center, launched a dedicated WhatsApp service, and rolled out a comprehensive Patient Journey Solution to guide individuals smoothly from initial inquiry to post-visit care.

Expanding the Remote Care Ecosystem

Our digital innovation extends far beyond administrative scheduling, bridging the gap between clinical settings and daily life. In 2025, we released significant upgrades to the Care Medical Mobile Application, highlighted by a new direct integration with the **Apple Watch**. This feature enables real-time heart rate synchronization, empowering patients and providers with proactive health monitoring data. Furthermore, we upgraded our Tele-Consultation services and fully utilized our digital platforms to scale our Homecare services, ensuring high-quality, continuous care is delivered directly to our patients’ homes.

Empowering Clinical Decision-Making

Innovation at Care Medical is equally focused on empowering our medical professionals. This year, we formed a strategic technology alliance with Wolters Kluwer Health Inc. to implement the Enterprise version of UpToDate. This vital partnership equips our physicians with AI-enabled Clinical Decision Support (CDS) tools at the point of care. By providing immediate access to the latest evidence-based medical intelligence, we leverage AI to enhance diagnostic precision, optimize treatment plans, and ultimately elevate the standard of clinical outcomes across our network.



Accelerating a Smarter Healthcare Ecosystem

To support our rapid clinical expansion and meet the evolving needs of our community, Care Medical is building a fully integrated, technologically advanced healthcare ecosystem. In 2025, we significantly advanced this objective through a landmark strategic alliance and the continuous expansion of our proprietary digital health platforms.

Siemens Healthineers Alliance

Following a comprehensive joint study in 2024 and 2025 to assess our operational infrastructure and future growth requirements, Care Medical signed a transformative 10-year enterprise partnership with Siemens Healthineers. Built on the Enterprise Solution model, this agreement establishes a clear governance framework to modernize our medical asset life cycle and clinical technology management across three strategic cornerstones

Unifying Medical Systems

Rather than managing isolated systems across different hospital locations, this partnership integrates our medical technologies into a single framework. This unification is designed to reduce operational silos, improve clinical uptime, and ensure patients receive a consistent diagnostic experience across all Care Medical facilities.

Advancing Radiology and Device Management

To support the complex requirements of our radiology departments, we are implementing new operational models for medical device management. By centralizing equipment oversight and fleet optimization, we reduce the administrative burden on our clinical teams. This allows radiologists and technicians to focus primarily on diagnostics and patient care, thereby improving departmental workflow.

Integrating AI and Digital Technology

To ensure our infrastructure remains current with evolving healthcare standards, this 10-year agreement provides Care Medical with ongoing access to new technical solutions, including artificial intelligence (AI) applications. Systematically integrating these tools into our clinical workflows supports our ongoing transition toward a more efficient and sustainable healthcare delivery model.

Digital Care Delivery

We leverage pioneering, fully operational digital solutions to bridge geographic distances, bringing continuous, proactive care directly into our patients’ homes. By moving beyond conceptual pilot programs, Care Medical has fully embedded these technologies into our daily care models, empowering patients to manage their health proactively while enabling our physicians to stage timely clinical interventions.

The Care Medical Mobile App: A Comprehensive Healthcare Hub

Our proprietary mobile application is up and running, fundamentally transforming the patient journey into a seamless digital experience. Designed as an all-in-one logistical and clinical hub, the platform simplifies how patients interact with our healthcare network through a robust suite of active features:

Streamlining Logistics and Financial Access

The application eliminates traditional administrative friction by allowing patients to instantly schedule appointments and register their attendance through digital check-ins before arriving at our facilities. To further simplify the experience, an integrated Digital Wallet securely manages and processes all payments for consultations and diagnostic tests in one place.

Centralizing Clinical Data and Pharmacy Services

Beyond scheduling, the platform empowers patients with immediate, secure access to their complete medical histories, including real-time lab and radiology results and official medical reports. We have also embedded our pharmacy services directly into the app, providing a seamless interface for patients to browse and purchase their medications, supported by flexible options for home delivery or in-store pickup.

Enabling Continuous Monitoring and Emergency Response

To support proactive health management, the application integrates directly with smart wearable devices. This connectivity allows both patients and physicians to continuously monitor remote vital signs, tracking key metrics such as blood pressure, heart rate, and glucose levels outside the hospital environment. Furthermore, in critical situations, the app serves as a direct lifeline, enabling users to instantly request an ambulance to ensure immediate medical assistance.

Care Medical Mobile Application: 2025 Highlights

Digital Adoption and User Engagement

Care Medical experienced exceptional digital growth in 2025 driven by a 309.60% increase in app adoption. The platform reached 34,586 total registered users and maintained a highly engaged base of 15,892 Monthly Active Users (MAU).

Streamlined Patient Access

Patients increasingly relied on our digital channels to manage their care. We processed 208,600 total digital appointments alongside 14,241 appointments booked directly through the website.

Satisfaction and Transactions

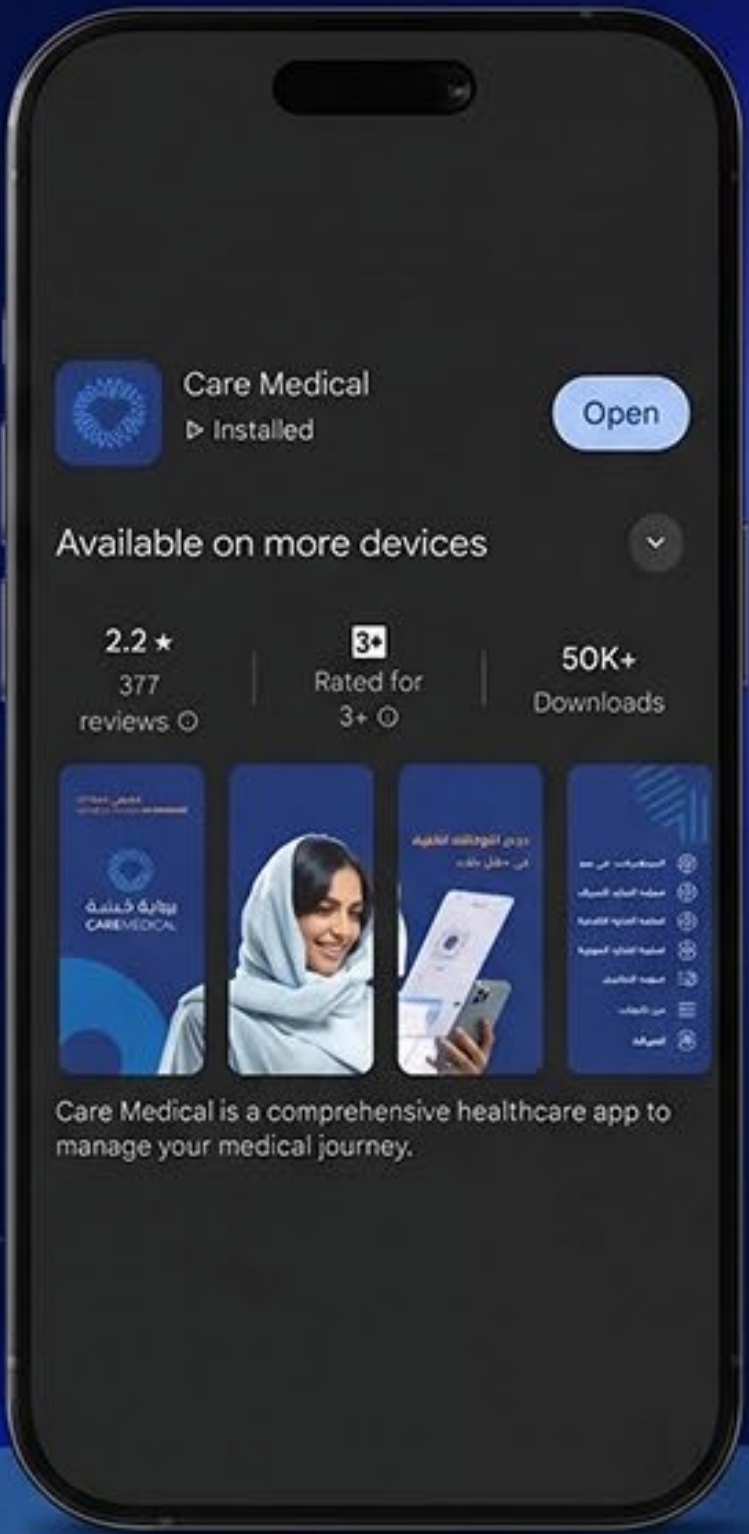
This shift toward digital integration was met with positive patient feedback and resulted in an 83.60% digital patient satisfaction score. The platform also securely processed 74,984.49 in digital payment transactions, demonstrating strong user reliance on our mobile capabilities.

Telehealth and Patient Education

We have fully integrated telemedicine into our standard care models. Through instant virtual consultations, patients can connect with our healthcare professionals directly from their homes, effectively eliminating the need for unnecessary in-person visits while maintaining seamless continuity of care. This remote clinical access is actively supported by our Digital Smart Patient Education initiative. Operating concurrently with our virtual platforms, this program provides patients with immediate access to multimedia educational materials tailored specifically to their health conditions.

Streamlining the Administrative Journey

We have digitized our administrative workflows to reduce friction for our patients and improve clinic efficiency. This seamless experience begins prior to the patient's arrival through automated appointment confirmations and reminders sent via SMS and email. This initiative has significantly reduced no-show rates and optimized our daily clinic schedules, allowing us to serve a higher volume of patients while maintaining our high standards of care. Building on this streamlined pre-visit experience, we have also fully digitized our clinical consent processes. By embedding electronic consent forms directly into the digital patient journey, we have eliminated the need for physical paperwork. This shift substantially reduces the administrative burden on our staff.





09

01 ESG Metrics and Disclosures Appendix

02 GRI Content Index

Appendices



Appendix 1: ESG Metrics and Disclosures Appendix

1. ENVIRONMENTAL PERFORMANCE

Metric	Unit	CMM	CMR	CMB	CMJ	CMS
Greenhouse Gas Emissions						
Scope 1	tCO2e	1,934.64	397.31	528.56	66.29	0.00
Scope 2	tCO2e	11,072.73	8,977.20	1,158.89	466.70	3,363.94
Total	tCO2e	13,007.37	9,374.52	1,687.46	532.99	3,363.94
Energy						
Electricity Consumption (2024)	kWh	-	24,234,111	3,384,575	392,527	-
Electricity Consumption (2025)	kWh	29,045,480	24,022,488	3,101,256	538,605	9,001,704
Energy Intensity	kWh/m2	2,542	516	269	274	5,106
Electricity Cost	SAR	4,581,507	7,418,719	558,586	118,493	1,864,595
Water						
Water Consumption	m3	81,232	314,799	31,607	1,325	23,105
Total Annual Water Supply Cost	SAR	1,589,980	1,589,980	186,482	11,926	-
Waste						
Non-Hazardous Waste	Tons	240	1,150	65	11	258,054
Hazardous / Clinical Waste	Tons	1,343	128	22	2	26,348
Total Annual Waste Generated	Tons	1,583	1,278	87	13	284,402

2. HUMAN RESOURCES¹

Metric	Unit	2023	2024	2025
Employment Overview				
Total Number of Full-Time Employees	Number	2,470	2,647	2,807
Female Employees	%	58	59	57.3
Male Employees	%	42.0	41.0	42.7
Employee Gender Distribution				
Number of Male Employees	Number	1,040	1,096	1,199
Number of Female Employees	Number	1,430	1,551	1,608
Employee Age Distribution				
Ages 18–30	Number	530	694	819
Ages 31–50	Number	1,628	1,680	1,711
Ages 51+	Number	312	273	277
Saudization Metrics				
Saudization Rate	%	34.8	48.1	33.6
Total Number of Saudi Employees	Number	860	863	940
Saudization in Senior Management	%	66.7	66.7	57.5
Employees by Job Level				
Senior Management	Number	9	9	8
Middle-Level Management	Number	152	178	184
Clinical and Non-clinical Staff	Number	2,309	2,460	2,615
Employees with Disabilities				
Total Number of Employees with Disabilities	Number	-	30	19
Employees with Disabilities	%	1.0	1.2	1.0

¹ All metrics are reported as per the 2025 Annual Report.

2. HUMAN RESOURCES (Cont.)

Metric	Unit	2025
Employee Satisfaction Rates		
Satisfaction rate among foreign employees	%	89
Satisfaction rate among Saudi employees	%	82
Hiring and Turnover Demographics		
Total Number of New Hires	Number	890
Hiring Rate	%	24.26
New Female Hires	Number	477
New Male Hires	Number	413
New Hires (Aged Under 30)	Number	495
New Hires (Aged 30–50)	Number	379
New Hires (Aged Above 50)	Number	16
Total Employee Turnover (Count)	Number	238
Overall Turnover Rate	%	9
Employees Training and Development		
Total Number of Employees Trained	Number	1,820
Total Training Hours Completed	Hours	13,418
Total Investment in Workforce Development	SAR	965,988
Number of Technical/Clinical Training Sessions Conducted	Number	25
Number of Soft Skills and Leadership Training Programs	Number	7
Tamheer Program		
Total Full-Time Hires (via Tamheer Program)	Number	186
Female Full-Time Hires	Number	117
Male Full-Time Hires	Number	69
Female Hire Percentage	%	62.90
Male Hire Percentage	%	37.10
Saudi Women Hired through Tamheer	Number	117
Care Medical Academy		
Total Courses Delivered	Number	196
Healthcare Professionals Trained	Number	3,244

2. HUMAN RESOURCES (Cont.)

Metric	Unit	CMS	CMR	CMM	2025 Total
Parental Leave					
Employees Entitled to Parental Leave	Number	4	31	16	51
Employees Who Took Parental Leave	Number	4	31	16	51
Return-to-Work Rate After Leave	%	100	100	87.50	95.83
Retention Rate After Leave	%	100	100	85.71	95.24

3. OCCUPATIONAL HEALTH AND SAFETY

Metric	Unit	2025
OHS Performance Scorecard		
Employees Who Received OHS Training	Number	1,410
Emergency Preparedness & Drill Exercises	Number	7
OHS Incidents Reported (via OVR System)	Number	26
Lost-Time Injury Rate (LTIR)	Rate	0
Recordable Work-Related Injuries	Number	0
Recordable Injury Rate	Rate	0
High-Consequence Work-Related Injuries	Number	0
High-Consequence Injury Rate	Rate	0
Work-Related Fatalities	Number	0
Work-Related Fatality Rate	Rate	0

4. COMMUNITY DEVELOPMENT

Metric	Unit	2025
Corporate Social Responsibility		
Beneficiaries Reached Through CSR Initiatives	Number	700,000+
CSR Initiatives Conducted	Number	50+
Health & Awareness Campaigns	Number	15+
Budget Allocated to CSR Initiatives	SAR	2,000,000+
Employees Participated in Volunteering Initiatives	Number	200+
Total Volunteer Hours	Hours	650
ReLib Mental Health Impact		
Total Participants Reached (Across Specialized Programs)	Number	1,612
Total Patients Served	Number	1,798
Outpatient Visits	Number	1,599
Inpatient Admissions	Number	199
Patients Recovered Without Relapse	Number	177
Insured Patients Supported Through Improved Access	Number	936
Home-Based Mental Healthcare Cases Managed	Number	45

5. CLINICAL PERFORMANCE AND PATIENT HEALTH & SAFETY

Metric	Unit	CMR	CMB	CMM	CMJ	CMS
Patient Safety & Clinical Quality						
Total Number of Safety Incidents	Number	3,434	1,113	2,667	163	3,717
Non-clinical Incidents	Number	2,732	226	1,310	58	286
Medication Errors	Number	114	493	670	35	113
Clinical Incidents	Number	702	394	359	70	840
Hospital-Acquired Infection Rate (HAIs)	%	0.96	1.8	2.1	0.16	1.30
Adverse Donor Reactions	%	0.4	-	0.22	-	-
Blood Contamination Rate	%	3.10	5.58	2.81	-	1.30
Dialysis Adequacy Rate	%	91.80	86	70.9	-	-
Surgical Site Infection	%	0.1	-	0.5	-	0
Timing of antibiotic prior to surgery within 1 hour	%	92	-	93.6	-	95
Discontinuation of prophylactic antibiotic within 24 hours after surgery	%	89	-	90	-	-
Medication errors are close to the error rate	%	0.98	-	3.4	0.03	0.92
Patient Satisfaction						
Overall Patient Satisfaction	%	86	88.4	84.76	98	93
Avg. Length of Stay in Emergency	Hours	1.87	-	1.52	1.36	-
Avg. Total Waiting Time in Outpatient Pharmacy	Mins	3.41	-	4.4	-	-
Medications Availability Rate (Outpatient Clinics)	%	92	-	89	-	-
Branded Medications Availability Rate (Outpatient Clinics)	%	88	-	65	-	-
Outpatient Satisfaction: Availability of Medications	%	87	-	86	-	-
Outpatient Satisfaction: Waiting Time	%	78	-	76	97	93
Adherence to Antibiotic Guidelines (GI Inflammation/Disorders)	%	76	100	100	-	-
Compliance Rate within EMR	%	92	95	100	-	-
Operational Performance						
Inpatient Admissions	Number	13,694	148	10,024	423	14,176
Outpatient Visits	Number	385,314	4,010	224,619	12,226	118,520
Total Patients	Number	399,008	4,158	234,643	12,649	132,696
Inpatient Days	Number	104,397	63,840	148,920	1,813	28,404
Bed Capacity	Number	325	175	459	49	100
Bed Occupancy Rate	%	81	99.95	89	66.24	78
Average Length of Stay	Days	7.6	8.77	14.9	4.1	2.3
Number of Surgeries	Number	10,818	-	9,141	-	4,773

6. GOVERNANCE AND ETHICS

Metric	Unit	2025
Board Diversity Metrics		
Number of women on the Board of Directors	Number	1
Women on the Board of Directors	%	11
Number of women holding committee seats	Number	1
Women holding committee seats	%	6.25
Independent Board Members	%	56
Executive Board Members	Number	1
Non-Executive Board Members	Number	8
Board Meetings		
Board/Committee Meetings Held	Number	23
Board Attendance Rate	%	>90
Board Tenure		
Average Board Tenure	Years	0.29
Business Ethics		
Anti-corruption training completion rate	%	100
Business-ethics training completion rate	%	100
Reported corruption incidents	Number	0
Whistleblowing cases reported	Number	0
Disciplinary actions due to corruption violations	Number	0

7. DIGITAL SECURITY AND DATA PRIVACY

Metric	Unit	2025
Data Security Breaches		
Confirmed data breaches, privacy violations, or cybersecurity incidents	Number	0
Clean security record maintained across networks	%	100
Data Security Training		
Employees trained in advanced cybersecurity and data privacy protocols	Number	1,678
Overall workforce completion rate for annual security training	%	80
Dedicated cybersecurity awareness sessions conducted	Number	6

Appendix 2: GRI Content Index

Statement of use	Care Medical has reported in accordance with the GRI Standards for the period from January 1st, 2025 to December 31st, 2025.
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			
GRI 2: General Disclosures 2021	2-1 Organizational details	Care Medical At A Glance	p.8
	2-2 Entities included in the organization's sustainability reporting	About This Report	p.4
	2-3 Reporting period, frequency and contact point	About This Report	p.4
	2-4 Restatements of information	None	
	2-5 External assurance	None	
	2-6 Activities, value chain and other business relationships	Care Medical At A Glance	pp.8-17
	2-7 Employees	Workforce 2025 KPI Dashboard	pp.56-57
	2-8 Workers who are not employees	As of the reporting period, Care Medical's total workforce comprises 2,807 individuals, including part-time staff and trainees across all Care Medical facilities.	
	2-9 Governance structure and composition	Corporate Governance	p.23
	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	Corporate Governance	p.23
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Sustainability Governance	p.35
	2-13 Delegation of responsibility for managing impacts	Our Sustainability Governance	p.35
	2-14 Role of the highest governance body in sustainability reporting	Our Sustainability Governance	p.35
	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	
	2-16 Communication of critical concerns	Our Approach to Stakeholder Engagement	p.37



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GRI 2: General Disclosures 2021	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 2025 p. 47 to p.53.	
	2-18 Evaluation of the performance of the highest governance body	The performance evaluation of the Board of Directors is overseen by the Nomination and Remuneration Committee in accordance with the Company’s corporate governance framework	
	2-19 Remuneration policies	The Company’s remuneration, compensation, and incentive policies are overseen and managed by the Nomination and Remuneration Committee. Full details, including compensation tables and adherence to the approved policy, are disclosed on pages 64 to 69 of the 2025 Annual Report.	
	2-20 Process to determine remuneration	The Board approves all remuneration based on formal recommendations from the Nomination and Remuneration Committee. Full details, including compensation tables and adherence to the approved policy, are disclosed on pages 64 to 69 of the 2025 Annual Report.	
	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	"A Message From Our CEO A Message from Our Sustainability Committee Chairman"	pp.6-7
	2-23 Policy commitments	Care Medical maintains a comprehensive set of ESG-related policy commitments as outlined in the Care Medical Policy Framework.	
	2-24 Embedding policy commitments	Mechanisms for embedding these commitments are described across the report.	
	2-25 Processes to remediate negative impacts	Care Medical maintains three primary policies for managing grievances from key stakeholder groups: the Local Community Grievance Mechanism, the Patient Complaints and Grievances Management Policy, and the Care HR Policy Framework.	
	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	
	2-27 Compliance with laws and regulations	During the reporting period, Care Medical incurred one administrative fine of 125,000 from the Directorate General of Health Affairs for non-compliance with Ministry of Health regulations. The issue was related to administrative reporting and documentation. Corrective actions, including stricter monitoring of licenses, permits, and official statements, were immediately implemented to prevent recurrence.	
	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.	
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Our Approach to Stakeholder Engagement	p.37
	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.	



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Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Material Matters	p.36
	3-2 List of material topics		
Patient Safety and Quality of Care			
GRI 3: Material Topics 2021	3-3 Management of material topics	Patient Care,Safety & Trust	pp.38-53
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Safety in Practice Quality in Delivery. Also see: Optimization of Clinical Risk Monitoring and Risk Management and External Assurance and Recognition	pp.38-47
	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 Privacy and Data Security			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digital Security and Data Privacy	p.30
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	Supporting Vulnerable Communities and Health Equity	pp.67-70
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.	pp.69
	203-2 Significant indirect economic impacts	Care Medical supports indirect economic stability by reducing healthcare-related financial burdens on vulnerable populations, expanding community health infrastructure, and funding vital recovery programs. For full details, see Care For Our Community Section from p.67 to 70.	
Business Ethics			
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics	pp.25-26
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Fair Competition and Market Integrity	p.25
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 .	
GRI 205: Anti-corruption 2016	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.	



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Corporate Governance & ESG Oversight			
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Governance Our Sustainability Governance	pp.23–31, p.35
Reporting & Transparency			
GRI 3: Material Topics 2021	3-3 Management of material	Care Medical annually publishes its financial and ESG disclosures in accordance with applicable regulatory requirements. To oversee ESG disclosure and reporting, the Sustainability Committee was established in 2025. 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	"Culture and Employee Wellbeing Occupational Health & Safety"	pp.58–59, p.65
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Culture and Employee Wellbeing	p.65
	403-2 Hazard identification, risk assessment, and incident investigation	The network manages hazard identification, risk assessment, and incident investigation through a unified Quality and Safety Management Framework supported by the MYCARE platform. For complete details, see the sub-sections titled "Incident Reporting and Safety Management Systems" and "Optimization of Clinical Risk Monitoring and Risk Management".	
	403-5 Worker training on occupational health and safety	Occupational Health & Safety	p.65
	403-6 Promotion of worker health	Culture and Employee Wellbeing	p.65
	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	Clinical Training and Workforce Development	pp.60–64
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employees received an average of 7.37 hours of training per year.	
	404-2 Programs for upgrading employee skills and transition assistance programs	Clinical Training and Workforce Development	pp.60–64
	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 and Inclusion at Care Medical	pp.56–57
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 Metrics	pp.56–57



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GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Acquisition and Retention	p.58
	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. For full details, see Culture and Employee Wellbeing sub-section from p.58 to 59.	pp.58-59
	401-3 Parental leave	All entitled employees receive parental leave in accordance with the provisions of the Saudi Labor Law.	
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	"Corporate Governance. Also see: Board of Directors, Board Committees, and Executive Management in the 2025 Annual Report (pp. 47-63). Diversity and Inclusion at Care Medical"	pp.23-31, pp.56,57
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	pp.85-88
Community Engagement			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Care For Our Community	pp.67-79
	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		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Waste Management	pp.79-80
	306-2 Management of significant waste-related impacts		
	306-3 Waste generated	2025 Consolidated Waste Performance	p.80



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Energy Efficiency			
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Management	pp.77-78
	302-1 Energy consumption within the organization		
GRI 302: Energy 2016	302-3 Energy intensity	2025 Consolidated Energy Performance	p.78
	302-4 Reduction of energy consumption		
Water Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Efficiency	pp.81-82
GRI 303: Water and Effluents 2018	303-5 Water consumption	2025 Consolidated Water Performance	p.82
Air Emissions and Climate Change			
GRI 3: Material Topics 2021	3-3 Management of material topics		
	305-1 Direct (Scope 1) GHG emissions		
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Our Carbon Footprint	pp.73-76
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		
	305-5 Reduction of GHG emissions	As 2025 is our baseline year for GHG emissions reporting, subsequent reductions will be measured and disclosed in future reporting cycles.	

