



شركة مهارة
للموارد البشرية
Maharah Human
Resources Company



DRIVING SUSTAINABLE SUCCESS

BEHIND EVERY BUSINESS

SUSTAINABILITY
REPORT 2024

**IN THE NAME OF ALLAH
THE MOST MERCIFUL,
THE MOST GRACIOUS**



Custodian of the Two Holy Mosques
King Salman bin Abdulaziz Al-Saud

“ Climate change is a phenomenon that threatens life on Earth and does not recognize national borders.



His Royal Highness
Prince Mohammed bin Salman bin Abdulaziz Al-Saud
Crown Prince, Prime Minister of Saudi Arabia

“ We need to attract capitals and talents to Saudis. We also need to maintain capitals and Saudi talent and offer a major pillar of wellbeing, being environment.



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ABOUT THE REPORT

REPORT STRUCTURE

This sustainability report offers a comprehensive account of Maharah Human Resource Company's sustainability performance, highlights, and ESG strategy throughout the reporting period which ended 31 December 2024.

Additionally, the report discloses on several aspects of Maharah's corporate governance and general Company information.

This sustainability report is available online as a PDF version. All financial information in this sustainability report is reported in millions of SAR, unless otherwise stated. As a result, small rounding differences may occur.

REPORT BOUNDARY

This report covers the sustainability performance of Maharah Human Resources Company SJSC, referred to as "the Company". This is Maharah's inaugural sustainability report since developing its ESG strategy in 2024, mandated by the Board-approved company corporate strategy in 2023. This report reflects our ongoing commitment to transparency, accountability, and sustainable value creation.

The reporting focuses on events which may significantly affect the Company's ability to create value over the short-, medium-, and long-term, and that are reasonable likely

to occur. "We," "Maharah," "Maharah Human Resources Company," "the Company," or similar terms are used interchangeably throughout.


This report is intended to be read alongside the Board of Directors Annual Report for year 2024, which includes further detail on strategy, governance, financial performance, and operations. Together, these reports offer a complete view of Maharah's performance and priorities.

REPORTING PERIOD

This report covers the 12-month period from 1 January to 31 December 2024 (the review period). There are no material restatements of information from previous reports and no significant changes from previous reporting periods.

COMPLIANCE

Maharah complies with all applicable laws, regulations and standards, and relevant guidelines in its disclosure. Additional details can be found in the Governance section of the report and in the Financial Statements and the Consolidated Notes to those Statements of the Maharah Annual Report. The consolidated environmental, social, and governance (ESG) data has been prepared in accordance with the following standards, principles, and guidelines:

 **GRI** – GRI Sustainability Reporting Standards (with reference)

 **GCC** – GCC ESG Disclosure Guidance

 **SASB** – Sustainability Accounting Standards Board

The GRI, SASB, and GCC ESG indexes can be found in the Appendix.

DISCLAIMER

Certain information set forth in this report contains "forward-looking information," under applicable securities laws (collectively referred to herein as forward-looking statements). Such statements are preceded or followed by or contain words such as "believes," "expects," "anticipates," or similar expressions. Such forward-looking statements are provided to allow potential investors the opportunity to understand the management's beliefs and opinions regarding the future so that they may use such beliefs and opinions as one factor in evaluating an investment. Although forward-looking statements in this report are based upon

what management of the Company believes are reasonable assumptions, there can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. The Company undertakes no obligation to update forward-looking statements if circumstances or management's estimates or opinions should change, except as required by applicable securities laws. The reader is cautioned not to place undue reliance on forward-looking statements.

CONTACT

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maharah.com



DRIVING SUSTAINABLE SUCCESS BEHIND EVERY BUSINESS

At Maharah, our purpose is clear: to enable the success of the businesses we serve by sourcing reliable, skilled, and high-performing human resources.

Whether supporting hospitals, logistics providers, retail chains, or industrial companies, we play a vital role behind the scenes. We ensure they have the people and quality workforce-support needed to meet their changing demands, operate smoothly, grow sustainably, and achieve their long-term goals and requirements.

The theme of this year's report, **Driving Sustainable Success Behind Every Business**, reflects both the value we deliver to our clients and our growing commitment to sustainability across our own operations. As a leading workforce solutions provider, Maharah supports the ambitions of hundreds of organizations and more than a hundred thousand households across the Kingdom while continuing to embed sustainable practices into how we operate, govern, and grow.

560+

Employees

600+

Group Employees

20,000+

Workers Hired in 2024

48,000+

Workforce count by end of 2024

160,000+

Clients in the Household Sector

103,000+

Training Hours Completed
by Workers and Employees

Creating Impact Through Our Clients

Maharah empowers businesses across Saudi Arabia by providing skilled manpower that supports day-to-day operations and long-term growth, both in the corporate services segments and household services segment. By deploying professionals across more than 400 roles, we help clients operate more efficiently, meet Saudization and diversity targets, and maintain compliance with

labor regulations. As more businesses align with ESG goals and Vision 2030, our services play a vital enabling role in helping them achieve their objectives while improving conditions for the workforce they rely on.

Advancing Our Own Sustainability Agenda

Alongside our client support, we continue to strengthen our internal sustainability performance. Over the past year, we expanded employee wellbeing initiatives, increased female and national employees representation, improved transparency, and invested in technology to streamline services while

maintaining high-level data protection and cybersecurity. These efforts are supported by stronger governance, enhanced training and development, and new community partnerships, reflecting our commitment to responsible and inclusive growth.

ESG Strategy: A Clear Roadmap for Sustainable Progress

In 2024, Maharah introduced its first company-wide ESG Strategy, driven as an initiative from the corporate strategy, designed to guide our sustainability efforts through 2030. The strategy is built around three core pillars: **Society, Governance, and Planet**, and focuses on the areas where we can create the most meaningful and measurable impact.

This framework enables Maharah to embed sustainability across the business, strengthen stakeholder trust, and support the long-term success of the companies we serve. It reflects our commitment to advancing sustainable progress both within our own operations and through the value we deliver to our clients.

Building for Long-Term Impact

Maharah's behind-the-scenes role has a broad and lasting influence. By supporting the labor needs of hundreds of organizations, we contribute to national development across sectors. With a clear ESG strategy now in place, we are focused on helping our clients grow more sustainably while building a more resilient, future-ready Maharah. This dual impact defines how we will continue driving sustainable success for others and within our own business.



CHAIRMAN'S MESSAGE



﷼ **2.24**
Billion in Revenue

” **Together, we are
building a company
that not only performs
but leads with purpose
and responsibility**

**Dear Shareholders, Partners,
and Stakeholders,**

Peace be upon you,

**As we reflect on the achievements of 2024, I am proud of the progress
Maharah has made not only in terms of business growth, but in evolving its
role as a national enabler of sustainable development.**

We have strengthened our foundations, expanded our market presence, and continued to invest in areas that reinforce the long-term sustainability of our business. These actions are firmly aligned with the objectives of Saudi Vision 2030, particularly those focused on human capital development, employment, private and public sector growth, and governance excellence.

This year, Maharah achieved the highest revenue in its history, reaching approximately ﷼2.24 billion. This result reflects the strength of our strategy and the effectiveness of our operating model, supported by sound governance and prudent decision-making. It is a testament to our ability to grow while maintaining focus on long-term value creation.

At the same time, the introduction of Maharah's first Environmental, Social and Governance (ESG) Strategy marks another important milestone in our evolution. This step affirms our commitment to responsible growth and signals a clear direction for integrating

sustainability into our operations and long-term planning. While the implementation of this strategy will be led by management, it is fully supported by the Board of Directors, which remains committed to ensuring strong oversight and alignment with best governance practices.

In parallel, Maharah earned ISO 9001 for Quality Management and ISO 45001 for Occupational Health and Safety, affirming our commitment to global standards in operational excellence and workplace wellbeing. These certifications are more than formal recognition. They demonstrate our intent to build a more resilient, process-driven organization with systems that support both performance and accountability.

We have long believed that good governance is essential to sustainable performance. It builds confidence, enables informed decision-making, and reinforces the trust of our stakeholders. As we move forward, we will continue to develop our governance capabilities

to ensure we are well-positioned to manage risks, capture opportunities, and meet the expectations of regulators, clients, and investors alike.

I would like to express my sincere appreciation to our shareholders and partners for their continued trust, and to the Board of Directors for their guidance and commitment. My gratitude also extends to the executive leadership team and all employees of Maharah, whose dedication continues to power our journey. Together, we are building a company that not only performs but leads with purpose and responsibility.

May God grant us continued success.

Dr. Abdullah Bin Sulaiman Al-Amro
Chairman of the Board





CEO'S STATEMENT

1+ Million
in Charitable
Contributions

“With continued focus and collaboration, I am confident we will keep delivering sustainable success for our clients, our people and our country.”

Peace be upon you,

This past year, Maharah achieved a new level of progress, not only in our financial and operational performance but also in how we define and act on our responsibility toward the society and national economy as a leader in the human resources sector.

One of the most significant milestones of 2024 was the development of our first ESG Strategy. This marks an important moment in our journey and places Maharah among the first companies in our industry and region to adopt a structured, forward-looking approach to sustainability.

It is a proud achievement for the organization and reflects our ambition to lead with purpose. As a company that connects people to opportunity and delivers essential workforce services to hundreds of businesses across the Kingdom, we understand that our impact goes beyond day-to-day transactions. Every decision we make, every individual we place, and every solution we provide contributes to a wider national and social context. This includes creating jobs for Saudi nationals, improving working conditions for foreign workers, and helping our clients achieve their own operational and sustainability goals.

The ESG Strategy was developed with these responsibilities in mind. It is fully aligned with our corporate strategy, which ensures that our sustainability priorities are integrated into how

we manage and grow the business. This approach allows us to make more focused commitments, define measurable targets, and channel our resources toward areas that matter most to our clients, our employees, our workforce and the broader community.

At the core of our business are the people we serve and employ. We continue to invest in improving their experience, wellbeing, and development. This includes enhancing training, supporting career advancement, and upholding fair and respectful working environments. Our clients depend on us not only to provide manpower but also to uphold the standards and values they represent. We take that responsibility seriously and are committed to raising the bar for the industry.

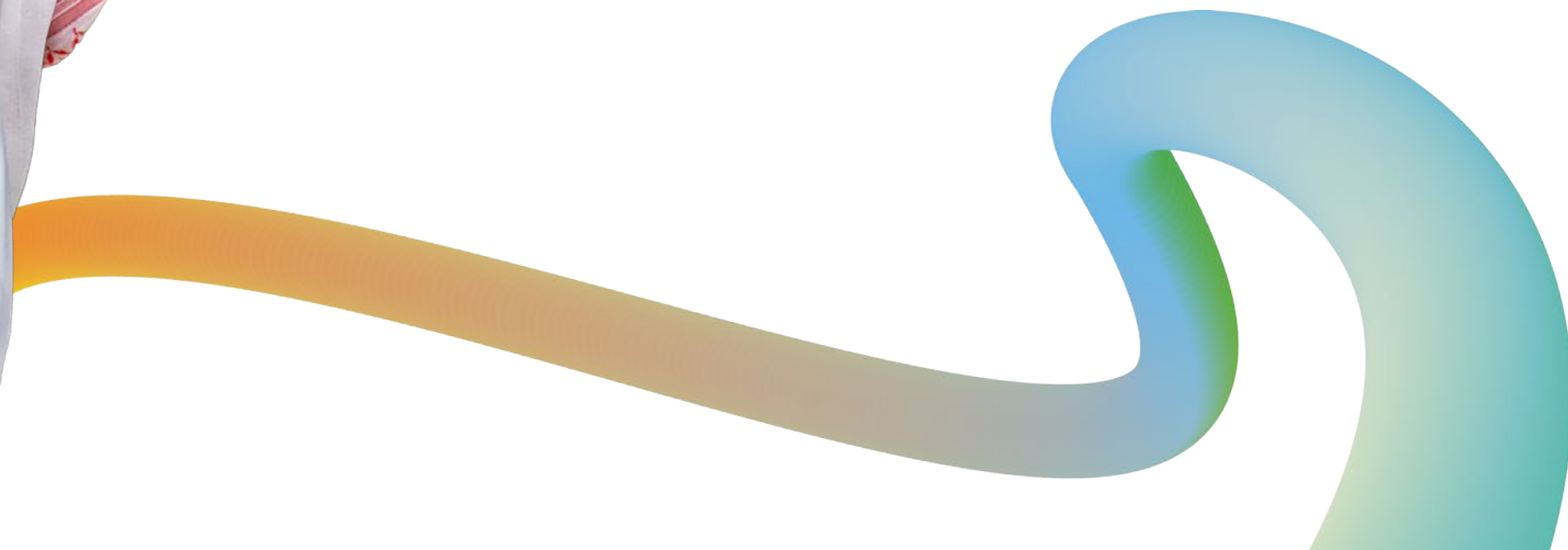
This year, we were honored to receive national recognition for our efforts to enhance the client experience, earning a Customer Experience Award that reflects the dedication of our teams and the strength of our client relationships. In parallel, we continued to invest in the wider community, including a charitable contribution of 1 million through the Ehsan platform among other social

contribution and employees support programs, events, and participations. These efforts reflect the values we stand for and the kind of long-term impact we aim to deliver.

Looking ahead, the work we have done in 2024 has built a stronger foundation for what comes next. The ESG Strategy gives us a clear direction for advancing our impact, strengthening partnerships, managing risks, and contributing to national goals. It is a key enabler of long-term value, both for Maharah and for those we serve.

I would like to extend my sincere thanks to the leadership of the Kingdom for their ongoing support of the human resources sector. I also thank the Board of Directors for their trust and guidance, and every member of the Maharah team for their energy, dedication, and commitment to our shared vision. With continued focus and collaboration, I am confident we will keep delivering sustainable success for our clients, our people, and our country.

Abdulaziz Al-Kathiri
Chief Executive Officer





COMPANY OVERVIEW

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MAHARAH AT A GLANCE

Established in 2013 as a Saudi closed joint stock company under Ministerial Resolution No. (80/Q) dated 02/04/1434H (corresponding to 12/02/2013) according to Commercial Registration No. (1010364538) issued on 07/04/1434H (corresponding to 17/02/2013), Maharah Human Resource Company has evolved into one of the Kingdom's leading providers of human resources solutions.

Headquartered in Riyadh and listed on the Saudi Exchange, our core mandate is to act as a licensed intermediary in the recruitment and deployment of manpower services across both the public and private sectors, as well as the household sector.

Over the past decade, we have expanded our services to address the full spectrum of labor-market needs in Saudi Arabia, from corporate staffing to domestic household solutions. We employ a wide array of distinguished workforce and skilled professionals across more than 400 diverse professions.

Since its inception, the Company has deployed more than 160,000 workforce professionals from diverse nationalities and expertise from around the world, serving over 1,000 major corporate and government clients, as well as more than 160,000 individual clients.

Be on top-of-mind for premium multi-sector workforce provision in KSA to help achieve the country's long-term socio-economic objectives

Serving our clients' evolving needs across KSA by providing premium manpower solutions and growing sustainably via new ventures and strategic alliances

Teamwork – Passion – Visionary
Thinking – Alignment – Commitment

VISION MISSION VALUES

Healthy
Place To
Work
Certification
2024 - 2025



565
Employees

68%
Saudization Rate

32%
Women
Representation

2.24 **127.5**
bn Revenue mn Profit

+18%
Revenue Growth

+27%
Profit Growth

48,000+
Average Active Workforce Count

OUR PRESENCE

With our head office located in Riyadh's Al Yasmeen District, Maharah maintains a strong physical and digital presence that enables us to serve clients efficiently and at scale. The Company operates through 24 branches offering in-person services, in addition to 6 digital branches providing digital service delivery spread across more than 14 cities in Saudi Arabia.

Beyond the Kingdom, Maharah has extended its footprint to the United Arab Emirates, operating through affiliated branches in Abu Dhabi and Dubai to support regional expansion and cross-border service delivery.

Maharah's growing digital presence further complements its physical network. The Company engages clients through its user-friendly mobile application, website, and active digital channels.



24

BRANCHES

14

CITIES

8

REGIONS
in the Kingdom

74
COUNTRIES

Workforce
Sourced From

Tabuk Region
1 branch

Hail Region
1 branch

Al Madinah Region
2 branches

Eastern Region
2 branches

Makkah Region
5 branches

Al Qassim Region
4 branches

Asir Region
2 branches

Riyadh Region
7 branches

6
digital branches



Hail



Al Qassim



Madinah



Dammam



Riyadh



Makkah



Jeddah



Bahah



Asir



COMPANY BUSINESS MODEL

The value proposition for serving both corporate and household segments, as well as other provided services

Recruitment Agencies Selection and Qualification

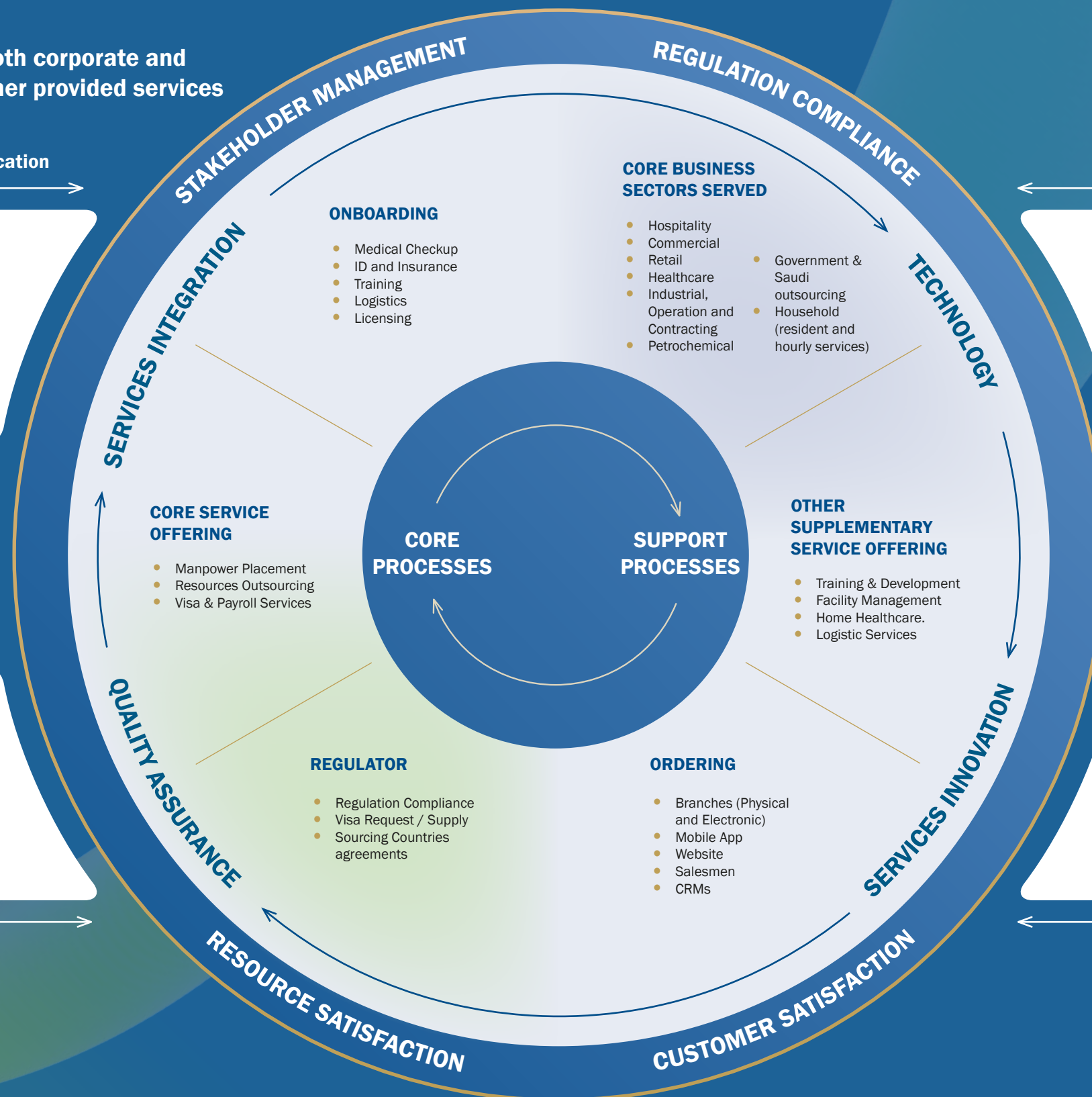
Recruitment Agencies

- Resources Selection
- Interview Facilitation
- Resources Recruitment
- Visa Processing

DEMAND FULFILLMENT

Foreign Embassies

- Relationship Management
- Process Enhancement



Maharah Competitive Advantages

1. Robust Infrastructure
2. Supportive Technological Framework
3. Growing Customer Base
4. Strong Strategic Network
5. Diversity of Innovative Services
6. Qualified and Experienced Workforce

Demand Forecasting and Analysis

Core Business Sectors Served

- Government and Semi-Government Segment
- Corporate Segment
- Household Segment

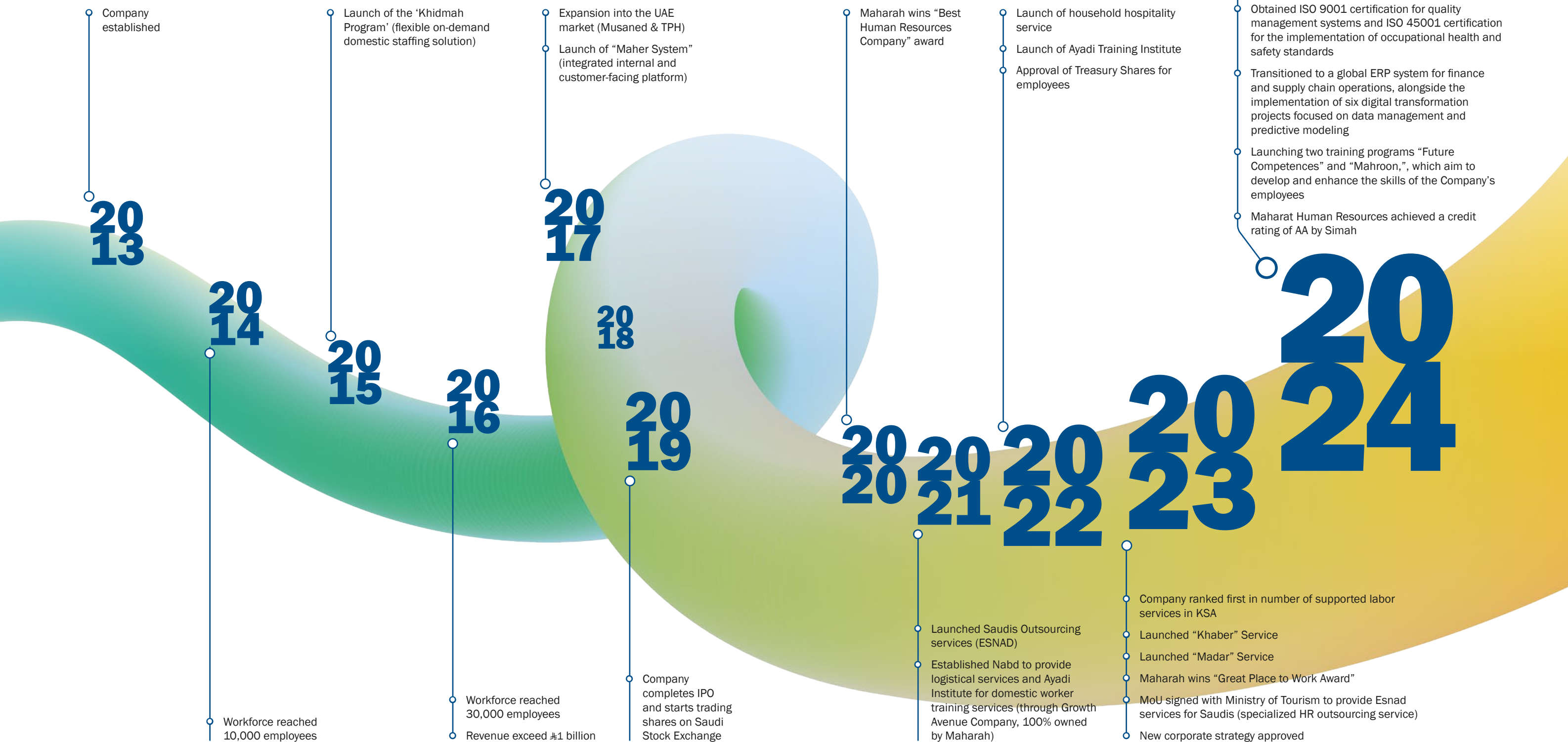
CUSTOMER DEMANDS

Main Profession in Core Operation

- **Corporate Services Segment**
 - Physicians/Nurses
 - Sales/Marketing Reps
 - Hospitality Workers
 - Common Labor
 - Engineers, Professional & Experts
- **Household Services Segment**
 - Domestic Helpers/ Drivers
 - Homecare Nurses
 - Nannies
 - Cooks



COMPANY HISTORY





SUSTAINABILITY HIGHLIGHTS OF THE YEAR

NEW SUSTAINABILITY STRATEGY DEVELOPED

At Maharah, we believe sustainability is fundamental to our long-term success and our role in supporting the Kingdom's Vision 2030. Our ESG Strategy 2025-2030 outlines our

roadmap to create positive impact across the environment, society, and governance, while aligning with global standards, national priorities, and stakeholder expectations.

OUR ESG VISION

To contribute to sustainability and serve the community by achieving a positive impact and building a developmental and vibrant society.

OUR ESG MISSION

To strengthen Maharah's social and environmental contribution through responsible governance, inclusive talent development, from religious and moral duty and in line with UN SDGs and Kingdom's Vision 2030.

Alignment with

رؤية
VISION
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

THREE STRATEGIC ESG TOPIC AREAS

The full ESG Strategy, including the 10 strategic topics, long-term goals, and Maharah's alignment with Saudi Vision 2030 and the UN Sustainable Development Goals, can be found in the dedicated ESG section of this report.



Read the next chapter to find out more

NEW SERVICES, PROGRAMS, AND PROJECTS

In 2024, we advanced our internal capabilities with the successful completion of the Compliance Management Project and Risk Management Project, reinforcing our governance and risk oversight practices. At the same time, we continued to diversify our service portfolio for the individual sector with the launch of several targeted solutions.

These included the "Lavender Touch" homecare offering, a professional babysitter service, and the "Madar" solution, each designed to better support the evolving needs of families across the Kingdom.

Reflecting our commitment to social impact, we ran the Maharah Blood Donation Campaign, while also making a community contribution of one million riyals to support local initiatives.

AWARDS AND CERTIFICATIONS

Our efforts to elevate quality, customer care, and workplace standards earned strong external recognition. We received the SCXA award for the best education and development program in customer experience, along with the prestigious Golden Award for Customer Experience at the national level.

At the same time Maharah was recognized as a Great Place to Work and a Healthy Place to Work this year. We also achieved ISO 9001 certification for quality management systems and ISO 45001 certification for occupational health and safety, underscoring our dedication to international standards and operational excellence.





SUSTAINABILITY STRATEGY AND APPROACH

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OUR ESG FRAMEWORK

At Maharah, sustainability is embedded in how we lead, operate, and grow. We are focused on long-term value creation that balances business performance with our responsibility to people, society, and the environment.

Our approach is rooted in governance, stakeholder trust, employee empowerment, and service excellence, ensuring we remain aligned with both national priorities and global best practices.

Our Sustainability Priorities

1. Strong Board Oversight

A proactive Board of Directors that protects shareholder interests and ensures strategic governance, helping sustain Maharah's market leadership and long-term stability.

2. Executive Continuity and Talent Retention

A stable and experienced executive team supported by high-performing talent, enabling organizational continuity and sustainable growth.

3. Commitment to ESG Principles

A company-wide commitment to sustainability through environmental protection, community engagement, employee rights, and value-driven governance.

4. Customer-Centric Business Model

A focus on service diversification, customer satisfaction, and continuous quality improvement to enhance resilience and long-term market relevance.

5. Sustainable Business Expansion

Strategic investments in high-return sectors that support Maharah's core business and contribute to long-term profitability and market share growth.

Embedding ESG Standards into Our Operations

As part of our broader ESG framework, Maharah has obtained internationally recognized certifications that demonstrate our commitment to responsible and sustainable business practices. ISO 9001:2015 for Quality Management enhances our ability to deliver consistent, high-quality

services, while ISO 45001:2018 for Occupational Health and Safety Management reflects our dedication to safeguarding employee well-being. These certifications reinforce the governance and social pillars of our ESG approach and align our operations with global standards.



Our Approach to Sustainability

Empowering Human Capital

Through our Human Capital Transformation Program, we invest in selecting, training, and developing talent while enabling innovation and career growth.

Enhancing the Work Environment

We foster a collaborative, family-like workplace that supports employee well-being and encourages a positive, inclusive culture.

Improving Customer Experience

Our customer service channels, including the Maharah app, branch network, and social media, are designed to deliver efficient, high-quality, and accessible service, while providing the best customer experience journey.

Strengthening Shareholder Confidence

We apply strong governance, transparency, and clear disclosures to uphold investor trust and ensure long-term accountability.

Engaging Stakeholders

We maintain open, continuous dialogue with all our stakeholders, including employees, customers, partners, investors, regulators, and the wider community, to create long-term shared value.

Activating Social Responsibility

We support social impact through strategic partnerships with non-profit organizations, financial contributions, and collaborative initiatives focused on community needs.



MATERIALITY ASSESSMENT

Impact materiality assessments serve to identify and prioritize Maharah's most significant sustainability issues, evaluating the Company's impact on the economy, society, and environment.

Materiality Assessment Process

As part of the development of our ESG Strategy, Maharah carried out its first formal materiality assessment in 2024, based on the principle of impact materiality. The objective was to identify the sustainability topics where our business has the most significant impact on people, the environment, and the economy, and which are most relevant to our stakeholders.

This assessment was informed by global reporting standards, peer benchmarking, and industry-wide ESG trends. A total of 18 material topics were initially identified. We then engaged more than 110 stakeholders, both internal and external, to evaluate the significance of these topics through surveys and interviews. The results were analyzed and prioritized based on their relevance to Maharah's operations and stakeholder expectations.

Step 1: Identify Material Topics

- Conducted peer review to understand ESG issues faced by industry peers
- Benchmarked against sustainability standards and best practices
- Developed an initial list of 18 material topics

Step 2: Define Impact Areas

- Mapped potential environmental, social, and economic impacts for each material topic
- Structured impact areas to reflect Maharah's operating model and stakeholder reach

Step 3: Engage Stakeholders

- Conducted interviews with management to gather internal perspectives
- Distributed a stakeholder survey to over 110 stakeholders, including employees, workers, customers, shareholders, NGOs, and NPOs

Step 4: Analyze Findings

- Processed survey results to assess perceived impact of each topic on and by Maharah
- Incorporated interview insights and expert feedback to validate findings

Step 5: Prioritize Material Topics

- Evaluated significance of each topic across business impact and stakeholder relevance
- Identified 12 topics as priority material issues for ESG focus and reporting
- Maintained all 18 topics as material, with continued monitoring and integration

This process ensures that our ESG approach remains focused, evidence-based, and aligned with stakeholder expectations as we continue to grow our sustainability maturity.

Maharah Ranked List of Material Topics



Governance

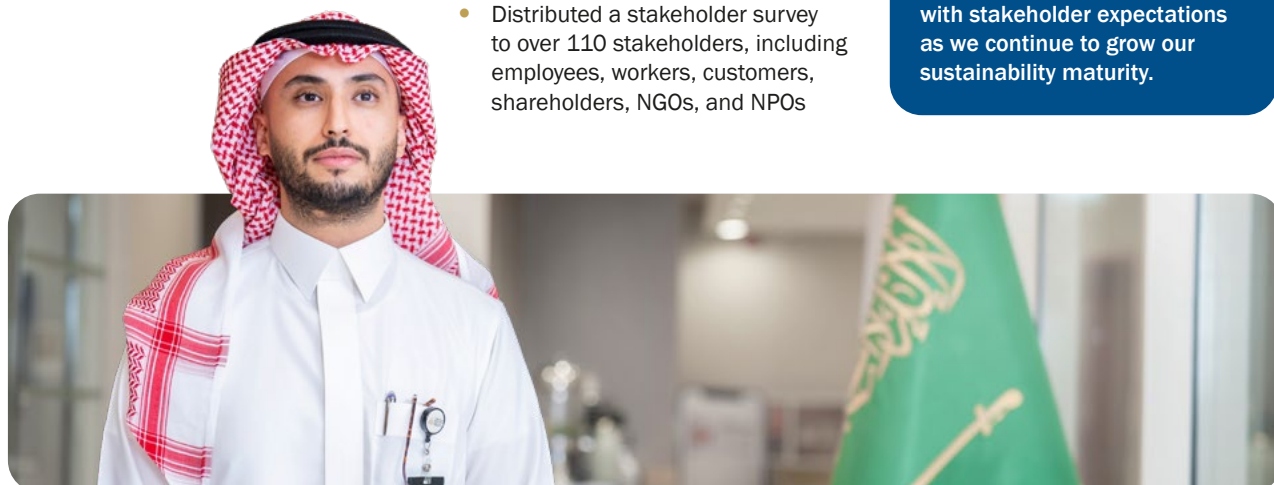
- Business ethics and integrity
- Data privacy and security
- Digitalization and innovation
- Growth and financial stability
- Risk management
- Responsible approach to governance and disclosures
- Stakeholder engagement
- Sustainable and socially responsible procurement

Social

- Human capital: talent attraction, support, and development
- Saudization
- Human rights
- Customer experience and operations excellence
- Diversity, equity and inclusion
- Well-being and occupational health & safety
- Community investment and support programs

Environmental

- Resource management
- Waste management and circular economy
- Climate change and energy management



SUSTAINABILITY STRATEGY

At Maharah, we view sustainability as a cornerstone of our long-term success and a key part of our contribution to Saudi Arabia's

Vision 2030. Our ESG Strategy for 2025–2030 sets out a clear roadmap to drive positive impact across environmental, social, and

governance areas, while aligning with global frameworks, national objectives, and the expectations of our stakeholders.

At the heart of Maharah's ESG Strategy are five fundamental topics that serve as the operational foundation for all sustainability efforts. These core themes reflect critical business functions that support day-to-day continuity, enable long-term resilience, and lay the groundwork for effective implementation of future initiatives. They are essential to maintaining

stability while strengthening our internal capacity to deliver on broader sustainability goals.

Building on this foundation are ten strategic ESG targets, each linked to a set of measurable goals. These targets represent Maharah's key focus areas for creating long-term impact across environmental, social, and governance dimensions.

Our sustainability strategy is designed to ensure that progress in the foundational topics directly supports and accelerates impact in the strategic targets. This tiered structure allows for coordinated action across all levels of the organization, creating a clearer pathway towards achieving our ESG vision and mission.

Sustainability Strategy 2025-2030 Overview

Corporate strategy pillars



Build on manpower provision

Focusing on existing clients and their future needs



Differentiate our offering

Focusing on premium service, workers' needs, and management of subsidiaries



Enable Maharah

Focusing on internal management, core systems, and governance of risk

ESG mission

ESG vision

Strategic ESG topics



Planet

Reducing our environmental footprint: GHG emissions, waste, energy consumption



Society

- Supporting and developing our talent
- Promoting talent wellbeing and ensuring a safe and healthy environment
- Upholding human rights
- Supporting local communities
- Delivering high-quality and inclusive customer experience
- Promoting talent diversity and inclusivity



Governance

- Ensuring privacy and data protection
- Upholding high ethical standards and practices
- Maintaining strong governance

Fundamental topics

Digitalization & innovation

Financial growth & stability

Risk management

Transparency

Stakeholder engagement

Our ESG

To contribute to sustainability and serve the community by achieving a positive impact and building a developmental and vibrant society

VISION

Our ESG

To strengthen Maharah's social and environmental contribution through responsible governance, inclusive talent development, from religious and moral duty and in line with UN SDGs and Kingdom's Vision 2030.

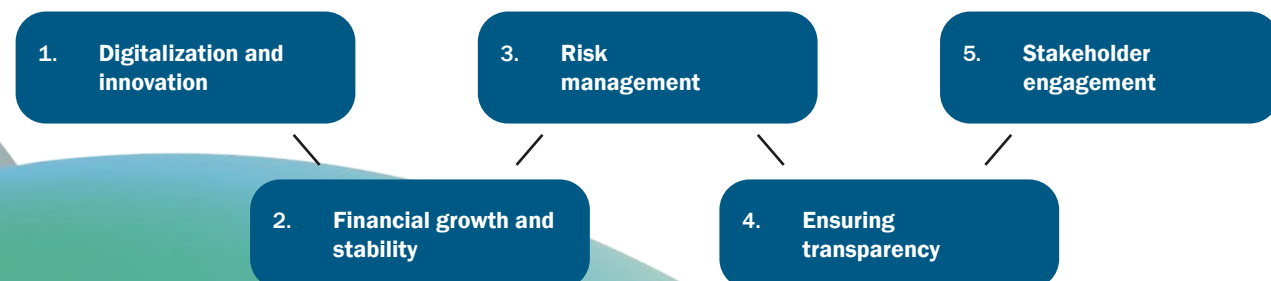
MISSION



ESG STRATEGIC TOPICS

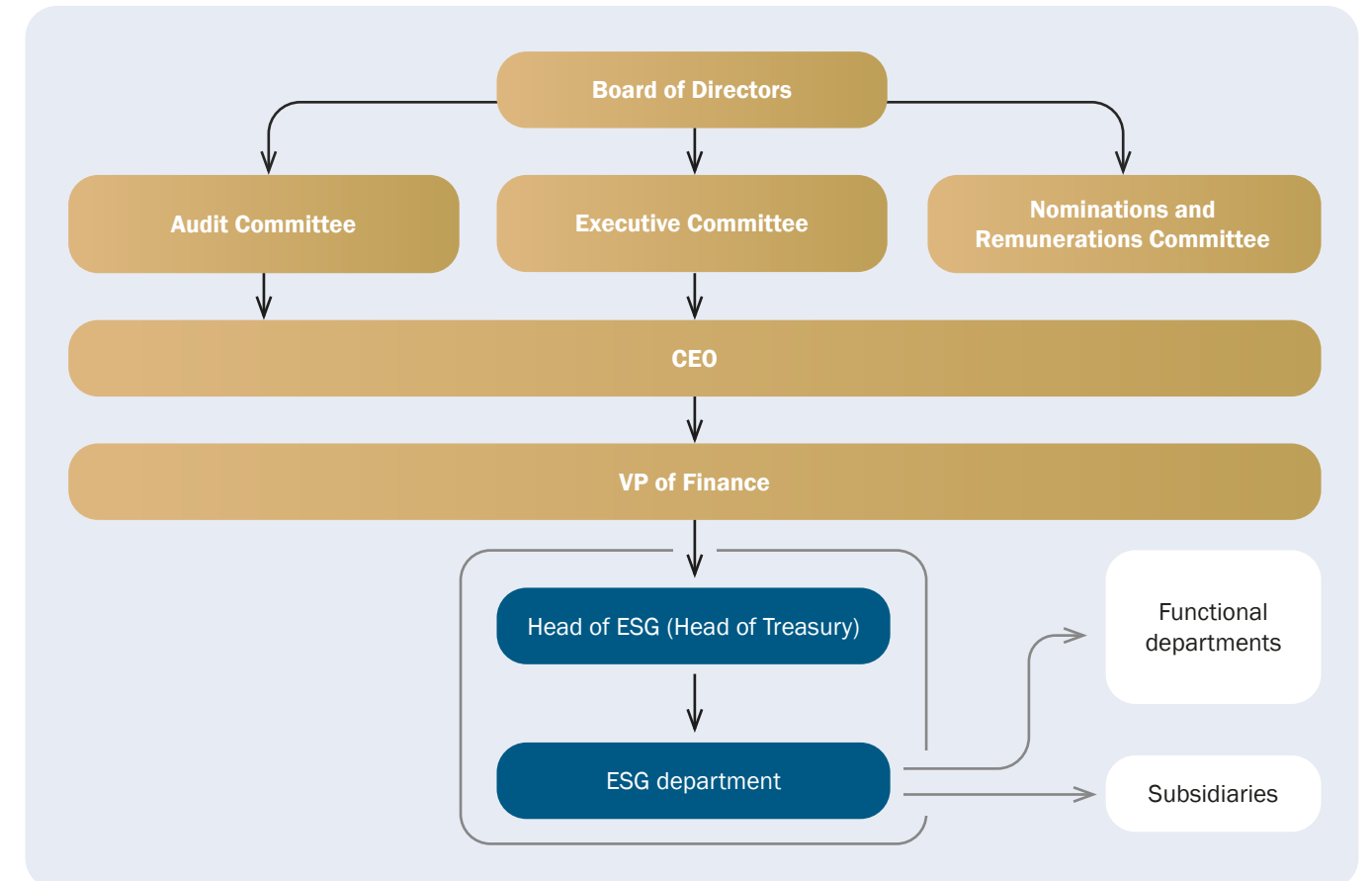
Strategic Topic	Our Goal	Related Material Topics Alignment
Society		
Supporting and developing our talents ¹	Empower our talents by providing continuous training and fostering a work environment that nurtures creativity and innovation	<ul style="list-style-type: none">Human capital: Talent attraction, support and developmentSaudization
Promoting talent well-being and ensuring a safe and healthy environment	Ensure safe, healthy, and supportive work and living conditions for our talent through adherence to the highest safety and welfare standards	<ul style="list-style-type: none">Well-being and occupational health & safety
Promoting talent diversity and inclusivity	Create a culture of inclusion, embracing diversity across our talents	<ul style="list-style-type: none">Diversity, equity and inclusion
Upholding human rights	Ensure high human-rights standards and minimize risks across all operations and the supply chain	<ul style="list-style-type: none">Human rightsSustainable and socially responsible procurement
Supporting local communities	Foster local community growth and prosperity by supporting education, healthcare, child welfare, infrastructure and urban development in line with local needs	<ul style="list-style-type: none">Community investment and support programs
Delivering high-quality and inclusive customer experience	Consistently enhance service quality and inclusivity to exceed customer expectations in every interaction	<ul style="list-style-type: none">Customer experience and operational excellenceDiversity, equity and inclusion
Governance		
Upholding high ethical standards and practices	Promote the highest standards of ethics and integrity and maintain a zero-tolerance stance against corruption	<ul style="list-style-type: none">Business ethics and integritySustainable and socially responsible procurement
Ensuring privacy and data protection	Ensure that our data security practices consistently meet global industry standards	<ul style="list-style-type: none">Data privacy and security
Maintaining strong governance	Embed best practices into corporate governance	<ul style="list-style-type: none">Responsible approach to governance and disclosures
Planet		
Reducing our environmental footprint: GHG emissions, waste, energy consumption	Strengthen our approach to climate impact management, energy efficiency, and waste management in alignment with national goals	<ul style="list-style-type: none">Resource managementWaste management and circular economyClimate change and energy managementSustainable and socially responsible procurement

Fundamental Topics



¹ Talents refer to employees and workers. Employees refer to Maharah's staff, while workers are cadres, and the workforce provided to Household and corporate clients.

SUSTAINABILITY STRATEGY OVERSIGHT



At Maharah, sustainability governance is embedded across multiple levels of the organization to ensure consistent alignment with our ESG strategy and long-term business objectives.

Board of Directors – holds ultimate responsibility for guiding our sustainability direction. The Board conducts an annual review of ESG strategy implementation and ensures that sustainability priorities remain integrated within the Company's broader strategic agenda.

Audit Committee – provides support to the Board and plays a key role in overseeing the integration of ESG into enterprise risk management (ERM) and sustainability reporting.

Executive and Nominations & Remunerations Committees – contribute to ESG oversight by reviewing matters such as ESG-linked executive compensation and broader organizational alignment with sustainability objectives.

Chief Executive Officer - provides strategic supervision of the ESG strategy, including its approval, implementation, and performance monitoring.

Head of ESG – leads day-to-day coordination and also serves as Head of Treasury, ensuring cross-functional alignment by reporting directly to the CEO on execution status and recommended updates to the strategy.

ESG Department – acts as the operational hub, responsible for coordinating ESG implementation across departments and consolidating performance data and progress reports.

To further strengthen our governance structure, Maharah intends to establish an ESG Steering Committee, chaired by the CEO, which will provide strategic guidance and advisory support on ESG priorities in the near term.

This multi-layered oversight structure ensures that ESG is embedded across our organization, with clear accountability, cross-functional collaboration, and leadership engagement at every level.



SUPPORTING SAUDI VISION 2030

At Maharah, we see our role as closely tied to the goals of Saudi Vision 2030. As a company rooted in workforce development, we contribute directly to national priorities like job creation, Saudization, and the development of a more inclusive labor market. Our efforts support not only economic growth, but also the wider social goals of building a resilient and empowered community.

We are committed to enabling long-term impact through sustainable employment, responsible integration of foreign workers, and collaboration with both government and private sector partners. Whether through expanding vocational training, supporting women's participation, or improving worker well-being, we align our operations with the broader vision of a more diverse, sustainable, and future-ready Saudi economy.



Overarching Objectives for Saudi Vision 2030

A Thriving Economy

- Grow & diversify the economy
- Increase employment

A Vibrant Society

- Strengthen Islamic values & national identity
- Offer a fulfilling healthy life

An Ambitious Nation

- Enhance governance effectiveness
- Enable social responsibility

ESG Strategic Topic	Saudi Vision 2030 Aims	How We Support These Goals
Promoting talent diversity and inclusivity	<ul style="list-style-type: none">• Increase women's participation in the workforce from 22% to 30%• Create inclusive workplace with opportunities for all• Enable integration of people with disabilities in the labor market	<ul style="list-style-type: none">• Increasing the participation of women in the workforce, with 32% of staff represented in 2024• Ensuring equal opportunity in recruitment, development, and advancement• Working toward the inclusion of people with disabilities through improved accessibility and integration
Upholding human rights	<ul style="list-style-type: none">• Foster values of equity and transparency• Improve working conditions for expats	<ul style="list-style-type: none">• Embedding fairness and transparency across all employment and recruitment practices• Protecting worker rights through grievance mechanisms and ethical oversight• Improving conditions for expatriate workers through consistent standards of care and support
Supporting local communities	<ul style="list-style-type: none">• Enhance businesses' focus on their social responsibilities• Encourage volunteering	<ul style="list-style-type: none">• Contributing to charitable initiatives, including ₪ 1 million in donations through the Ehsan platform• Encouraging employee participation in volunteering and social responsibility programs• Supporting education, health, and welfare initiatives that align with national priorities
Delivering high-quality and inclusive customer experience	<ul style="list-style-type: none">• Improve quality of services provided to citizens	<ul style="list-style-type: none">• Enhancing service quality and efficiency through digital innovation and customer engagement• Making platforms and services accessible to all, including persons with disabilities• Ensuring responsiveness and inclusivity through ongoing customer feedback mechanisms
Governance		
Upholding high ethical standards and practices	<ul style="list-style-type: none">• Foster values of excellence & discipline	<ul style="list-style-type: none">• Implementing mandatory ethics training and regular audits to uphold high standards• Maintaining a zero-tolerance approach to corruption and misconduct
Ensuring privacy and data protection	<ul style="list-style-type: none">• Develop the digital economy	<ul style="list-style-type: none">• Supporting the digital economy through secure platforms and data privacy systems• Training employees and suppliers on cybersecurity and compliance protocols• Protecting stakeholder information through robust data governance frameworks
Maintaining strong governance	<ul style="list-style-type: none">• Foster values of equity and transparency• Increase women's participation in the labor market	<ul style="list-style-type: none">• Aligning internal policies with Saudi Vision 2030 governance and transparency objectives• Strengthening compliance frameworks in line with national regulatory developments• Standardizing disclosure and reporting practices to align with international benchmarks
Planet		
Reducing our environmental footprint: GHG emissions, waste, energy consumption	<ul style="list-style-type: none">• Ensure environmental sustainability• Net-zero by 2060• Reduce carbon emissions by 278 million tons annually by 2030 (Saudi Green Initiative)• Divert 90% of waste from landfills by 2040• Cut food waste by 50% by 2030 (National Transformation Program)	<ul style="list-style-type: none">• Encouraging responsible energy use and efficiency across operations• Improving waste management practices and reducing environmental impact• Supporting Vision 2030 and Saudi Green Initiative goals through internal sustainability actions

ESG Strategic Topic	Saudi Vision 2030 Aims	How We Support These Goals
Society		
Supporting and developing our talents	<ul style="list-style-type: none">• Lower the rate of unemployment from 12.3% to 7% by 2030• Expand vocational training to provide for labor market needs• Develop our brightest minds in priority fields	<ul style="list-style-type: none">• Contributing to Saudization through the creation of meaningful job opportunities for Saudi nationals• Expanding vocational training programs, including through Ayadi Institute, to meet labor market needs• Developing future leaders and skilled professionals in key sectors of the economy
Promoting talent well-being and ensuring a safe and healthy environment	<ul style="list-style-type: none">• Foster values of equity and transparency• Improve working and living conditions for expats	<ul style="list-style-type: none">• Providing safe and dignified accommodation and support services for manpower• Promoting health and safety through wellness initiatives, medical campaigns, and awareness programs• Supporting equitable workplace conditions and a culture of care for all employees and workers

ALIGNMENT WITH UN SDGs

Maharah is committed to contributing to global sustainable development through responsible business practices that create long-term value for people and the planet.

In line with international standards, our ESG Strategy has been designed to align with the United Nations Sustainable Development Goals (UN SDGs). This alignment ensures that our initiatives support national priorities while advancing shared

global objectives across environmental, social, and governance dimensions. Maharah active contributes and considers the following UN SDGs in its operations and sustainability efforts:



ESG Strategic Topic	Related UN SDGs	Alignment in Action
Society		
Supporting and developing our talents		<ul style="list-style-type: none">More than 35 training programs for employees, including future leadership and international learningEqual access to development across roles and career levelsSupporting upskilling for sustainable employabilityStable income for thousands of low-income workers and families
Promoting talent well-being and ensuring a safe and healthy environment		<ul style="list-style-type: none">Health campaigns, vaccination drives, and flexible work policiesSafe living and working environments for all workersMental health workshops and wellness support
Promoting talent diversity and inclusivity		<ul style="list-style-type: none">Women represent 32% of staff, with a strong focus of nominating female candidates for new rolesEqual pay for men and womenInclusive hiring and promotion practices, regardless of background or ability
Upholding human rights		<ul style="list-style-type: none">Ethical recruitment and fair compensationGrievance mechanisms and human rights training
Supporting local communities		<ul style="list-style-type: none">ؔ 1 million in charitable donations through EhsanCommunity initiatives in health, education, and social welfareBlood donation and awareness campaigns

ESG Strategic Topic	Related UN SDGs	Alignment in Action
Governance		
Delivering high-quality and inclusive customer experience		<ul style="list-style-type: none">Accessible digital platforms for all, including persons with disabilities24-hour average response time and satisfaction trackingInclusive service design and ongoing feedback channels
Upholding high ethical standards and practices		<ul style="list-style-type: none">Zero-tolerance for corruptionMandatory ethics training and external auditsTransparent and responsible business conduct
Ensuring privacy and data protection		<ul style="list-style-type: none">Company-wide privacy and data security policiesStaff and supplier training on information securityCompliance with best-in-class standards
Maintaining strong governance		<ul style="list-style-type: none">Expanded ESG oversight within governance structuresOngoing improvements to transparency and ethical practicesAlignment with national and international governance standards
Planet		
Reducing our environmental footprint: GHG emissions, waste, energy consumption		<ul style="list-style-type: none">Commitment to sustainable environmental practices across operationsSupport for national climate policies and adaptation strategiesInitiatives to raise awareness and build internal capacity on climate-related risksEfforts to reduce Maharah's environmental impact and promote climate resilience

ENGAGING WITH STAKEHOLDERS

At Maharah, we recognize that effective stakeholder engagement is essential to responsible decision-making, risk management, and long-term value creation. Open and ongoing dialogue with our stakeholders helps us align our priorities, understand expectations, and strengthen our role within the communities and sectors we serve.

Our approach is guided by international best practices, including the AA1000 Stakeholder Engagement Standard. We engage through a range of tailored channels, from digital platforms and surveys to strategic partnerships and formal consultations. By continuously enhancing these mechanisms, we aim to build further trust with our stakeholders and support informed action.

Maharah makes the distinction between two different types of stakeholders:

Key stakeholders are those who strongly influence the company and/or the company also strongly influences them

Other stakeholders are those that can somehow influence the business environment, interests, behavior, and expectations of the company's key stakeholders





SOCIETY

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OUR PEOPLE

EMPLOYEES

Maharah's ESG Strategy 2030 topics

- Promoting talent diversity and inclusivity
- Supporting and developing our talents



Strategic objectives by 2030

- At least 80% of employees report a sense of belonging within the Company
- At least 45% representation of women among employees and 30% in management, with at least half of management roles filled by internal leadership program graduates
- Individuals with disabilities make up at least 4% of Saudi nationals employed in the Company, with ongoing assessments of workplace accessibility



- Increase women's participation in the workforce from 22% to 30%
- Create an inclusive workplace with opportunities for all
- Enable integration of people with disabilities in the labor market
- Lower the rate of unemployment from 12.3% to 7% by 2030

Our Approach

At Maharah, effective employee management is at the heart of everything we do. By nurturing a strong talent pipeline and deepening employees' commitment to the Company, we create a positive

workplace that boosts productivity and encourages open communication between leaders and their teams.

Our approach is founded on a firm belief in diversity and inclusion. Maharah's Equality Policy prohibits discrimination on the grounds of age,

gender, or belief, and ensures that everyone enjoys equal opportunities for growth. We reinforce these commitments through regular updates that reach employees via email and social media, ensuring everyone remains informed and engaged.

Transforming our Human Capital

Our journey toward efficient employee management began in 2020 with the launch of a four-year Human Capital Transformation Strategy, successfully completed in 2024. It now continues under the new five-year corporate strategy, which focuses on uplifting internal capabilities.

Building on this, we have introduced a two-year high-potential program that accelerates the development of emerging leaders. Maharah also has an established middle-management development program to secure long-term leadership continuity and retention. In parallel, we conduct

regular training needs assessments to align with the Company's evolving structure. (Please refer to [Employee Training](#) for further details.)

The main components of our employee management framework include:



International Recognition

Our firm commitment to first-class employee management has gained independent external recognition. Maharah has been certified as a Great Place to Work® for 2023-2024 and was included in two Best Workplaces™ Lists, underscoring our reputation as a supportive and high-performance environment. The Healthy Place to Work® certification by the OHBI Lab attests to our success in creating a remarkable employee experience and a healthy organizational culture.

#44

on Best Workplaces in the Middle East™ 2024 – Large Organizations



#18

on Best Workplaces in KSA™ 2024 – Large Organizations – Saudi Arabia

Workforce Diversity and Inclusion

We recognize the importance of building a diverse and well-balanced employee structure that reflects the richness of the communities we serve. We create an inclusive environment by ensuring equal access to opportunities regardless of gender, age, background, or belief.

By aligning our employment structure with principles of fairness and inclusiveness, we strengthen both

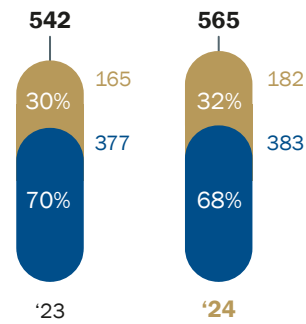
our organizational culture and our ability to respond to dynamic business needs.

The female representation in the Company increased from 30% to 32% between 2023 and 2024. Currently female participation in leadership roles at Maharah represent 6%. We maintained a high hiring pace, continually refreshing the talent pipeline and enriching the Company with a wide array of backgrounds.

Our number of new hires increased by 84% from 75 hires in 2023 to 138 hires in 2024, while our turnover rate decreased from 19.2% to 17.2%. This positive trend reflects our growing attractiveness as an employer, driven by a healthy working environment and a supportive corporate culture.

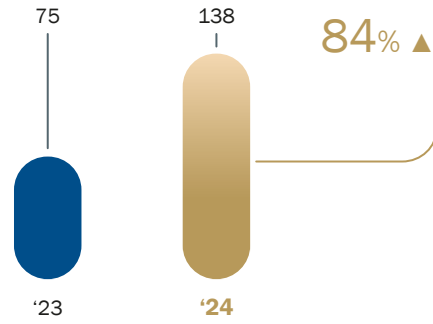
Indicator	Unit	2023	2024
Total employee turnover for the reporting period	%	19.2	17.2
Total employee turnover for the reporting period: Men	%	16.4	14.6
Total employee turnover for the reporting period: Women	%	25.2	22.5

Average Number of Full-time Employees Dynamics at Maharah

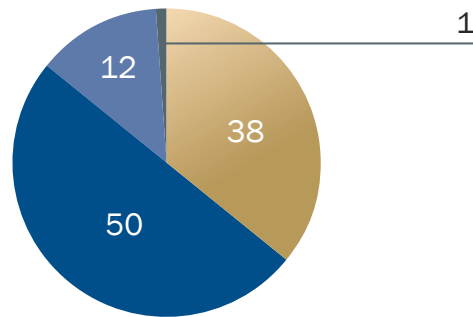


Male Female

New Hires

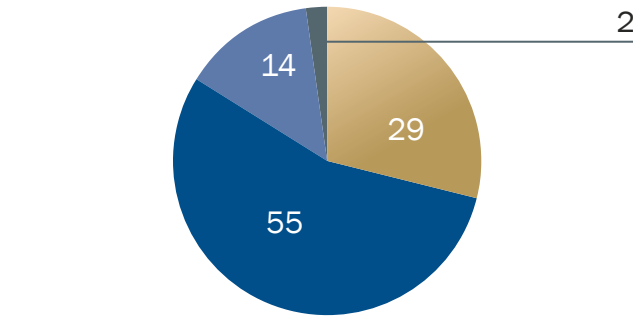


Employee Structure by Age in 2023, %



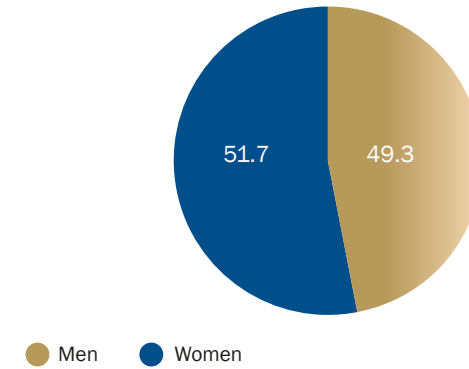
18-30 31-40 41-50 50+

Employee Split by Age in 2024, %



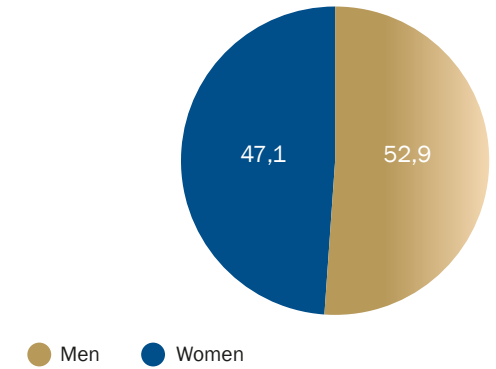
18-30 31-40 41-50 50+

Hiring in 2023, %



Men Women

Hiring in 2024, %



Men Women

Remuneration at Maharah

At the same time, we are proud to offer various opportunities to employees with special needs. Currently, there are 5 employees with special needs in our group of companies. We maintain easy accessibility and support aid in our workplaces, with all our offices fully wheelchair accessible and equipped with designated parking and elevator access. Our recruitment policies include KPIs for hiring persons with disabilities, supported by a government placement program.

32%
female representation

Indicator	Unit	2023	2024
The ratio of average female employee compensation to average male employee compensation	Ratio	0.59:1	0.55:1
Ratios of standard entry-level wage for men compared to the local minimum wage	Ratio	1.38:1	1.38:1
Ratios of standard entry-level wage for women compared to the local minimum wage	Ratio	1.25:1	1.25:1

565
Average number of full-time employee
600+ on Group level

Parental Support and Leave

As a leading human resources provider, Maharah upholds family-supportive workplace policies by offering both maternity and paternity leave in line with national labor regulations. We recognize the importance of work-life balance and are committed to supporting employees through key life moments, including parenthood.

70 days
maternity leave
3 days
paternity leave

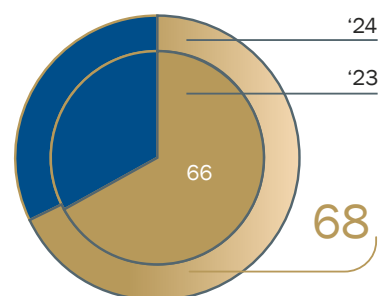
Indicator	Unit	2023	2024
Number of employees who took parental leave during the reporting period: Female	number	9	8
Number of employees who took parental leave during the reporting period: Male	number	20	26
Number of employees that returned to work after parental leave ended: Female	number	7	8
Number of employees that returned to work after parental leave ended: Male	number	20	26
Number of employees still employed 12 months after return from parental leave: Female	number	6	7
Number of employees still employed 12 months after return from parental leave: Male	number	19	24

SAUDIZATION

In line with our ambitious development strategy, we place a strong focus on attracting Saudi talent and nurturing their growth through a wide range of training programs. The Company applies a targeted strategy to localize positions across all departments and divisions, maintaining a well-defined plan for hiring Saudi nationals, both men and women.

As a result of this structured approach, Maharah proudly holds a Platinum classification in the Nitaqat program. The Company has achieved a 68% Saudization rate (based on Nitaqat platform) as a testament to our leadership in national workforce development. Additionally, Maharah has established itself as a leading provider of licensed outsourcing solutions in Saudi Arabia's HR industry through the Esnad Maharah Services.

Maharah's Saudization rate, %



Supporting Saudization Goals

In 2024, several strategic initiatives were implemented to enhance the Saudization rate within Maharah. These initiatives included:

Targeted Recruitment Campaigns

Focused on attracting national talent through hiring advertisements and partnerships with universities to offer training and development opportunities

Cooperative Training and Graduate Programs

Expanded training and employment opportunities for Saudi graduates to support their transition into permanent roles within Maharah

Tamheer Program

An accredited program by the Ministry of Human Resources, designed to provide on-the-job training for recent Saudi graduates over a six-month period. The program is exclusively available to Saudi nationals, which provides an opportunity for hiring at the end of the training period

Esnad Services

As part of our contribution to national development goals, Maharah has implemented the Esnad Maharah Services, a licensed Saudi outsourcing solution designed to promote Saudization through structured employment and human resource support. In 2024, we have reinforced our position as the leading provider of Saudi outsourcing services among human resources companies in Saudi Arabia through this services.

Developed in partnership with the Ministry of Human Resources under the Ajeer program for Saudis, Esnad aligns with Saudi Arabia's Vision 2030 by directly contributing to the localization of the labor force and increasing workforce participation among Saudi nationals. Our deep expertise, strong market presence, and established relationships across corporate services position us exceptionally well to lead and support this nationwide effort.

Through Esnad, we assume full responsibility for recruiting, employing, and managing Saudi professionals on behalf of client organizations. Employees remain officially on Maharah's payroll, while performing their roles within the client's operations. This arrangement enables companies to increase their Saudization ratios without incurring the administrative burden of direct employment.

Full Cycle System

Maharah oversees the entire human resources cycle in Esnad, including employment contracts, payroll processing, leave management, social insurance registration, end-of-service benefits, and wage protection compliance. The Company also ensures adherence to regulatory requirements and maintains alignment with government labor initiatives.

The whole operational, strategic, and administrative framework of the Esnad Maharah Services is governed by our Esnad Policy. It sets a clear focus on both client satisfaction and employee well-being, while ensuring legal compliance, operational efficiency, and alignment with national workforce development goals. The policy places special emphasis on hiring people with disabilities through maintaining databases of prospective employees and adapting recruitment processes accordingly.

To ensure the quality and sustainability of placements, Esnad Maharah offers a suite of services that extend far beyond staffing. We also provide targeted training and professional development, equipping Saudi employees with both technical and behavioral skills tailored to workplace requirements. A curated database of Saudi talent enables us to meet client needs swiftly, whether for full-time, project-based, or seasonal employment (e.g. during the Hajj or Ramadan seasons). In cases of workforce turnover or vacancies, we provide timely replacements to maintain continuity.

Maintaining Communication and Support

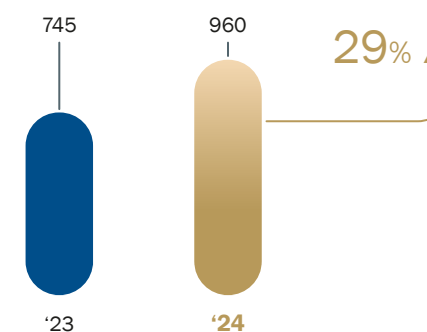
Maharah also assigns dedicated customer relationship managers to oversee each Esnad project. These customer relationship managers manage communication between the Company, the client, and the employees, monitor service quality, and ensure employee well-being. In addition to operational support, we create an enabling environment for employees by providing access to medical insurance, financial services, retail discounts, and ongoing training opportunities. These benefits are designed to promote long-term retention and professional growth, further supporting national workforce stability.

As of 2024, we have successfully supported nearly 1,000 active Saudi employees through Esnad, and it keeps growing, exceeding our annual target and supporting a high Saudization rate for those involved in the program. This achievement was made possible by our strategic approach to workforce planning.

The continuing expansion of the Esnad Maharah Service is a core pillar of our five-year growth strategy, reflecting our ambition continue being the leading enabler of sustainable employment in the Kingdom. By responding to both government policy and clients' business needs, we aim to become a key contributor to inclusive economic development and human capital transformation in Saudi Arabia.



Total number of active Saudi employees supported under Maharah's Esnad Services



Key leadership positions across various sectors, supported through the Esnad Service in Maharah

CEOs

Programmers
and System
analysts

Engineers

General
managers

Consultants

Financial
managers
and analysts

EMPLOYEE TRAINING

Maharah's ESG Strategy 2030 topics

- Supporting and developing our talents



Strategic objectives by 2030

- Annual increase of 20% in the number of employees receiving an average of 20 hours of professional or upskilling training
- Effective internal communication channels
- Talent management strategy, covering the development of key competencies and skills to meet business targets and future hiring needs, developed in 2025
- 100% of employees covered by the performance management program



- Expand vocational training to provide for labor market needs
- Develop our brightest minds in priority fields
- Lower the rate of unemployment from 12.3% to 7% by 2030

Approach to Continuous Development

At Maharah, we place a strategic emphasis on developing our human capital as a core pillar of sustainable growth and long-term competitiveness. We continuously invest in upskilling our employees through structured training programs, leadership development tracks, and professional coaching.

Central to this effort is a Periodic Competency Evaluation System, which helps identify development needs and shape tailored future training. Training programs focus on closing skill gaps, keeping pace with rapid technological and market shifts, building the next generation of leaders,

and fostering a culture of innovation aligned with Maharah's vision. This important function is governed through the Training and Development Policy, which is fully aligned with the Saudi Labor Law.



Training Success at Maharah

In 2024, Maharah delivered over 6,000 hours of training across 36 courses, reaching nearly 300 beneficiaries. These efforts were guided by the Human Capital Transformation Strategy, which was completed in 2024, with a focus on talent enablement and fostering a culture of continuous learning. The training program continues under the new five-year corporate strategy, which focuses on enhancing internal capabilities.

We frequently collaborate with renowned international and local institutions to deliver high-quality, globally aligned content through joint workshops and specialized training. In 2024, to enhance leadership capacity, the Company launched the **Qiyadiyoun (Leaders) program**, an advanced training initiative delivered in collaboration with Emeritus and leading global academic institutions, including MIT xPRO, Columbia Business School, NUS, and the Kellogg School of Management.

Spanning two years, the program covers essential topics including leadership, strategic thinking, and

design thinking. It combines classroom learning, personalized coaching, and access to global learning resources, enabling participants to craft individualized growth plans and develop high-level decision-making skills. In 2024, the program had 31 beneficiaries, with the number expected to grow significantly in the coming years as the program continues to expand.

In parallel, Maharah launched the **Future Competencies – Maherun program** to support employee development across broader organizational levels. Developed in collaboration with the Growship Institute, this initiative offers more than 100 hours of technical and behavioral training over a two-year period. Participants receive professional certification from the UK-based Institute of Leadership and Management (ILM) upon completion. The program is designed to prepare employees for future leadership roles and aligns closely with our vision of building a robust, Saudi-led managerial pipeline. In 2024, the program had 100 hours of high-level training for 39 beneficiaries (across two years).

One of Maharah's key initiatives, Tamheer, includes our participation in a government-backed employment training program for long-term unemployed individuals. Under this model, Maharah co-funds six-month educational courses (covering 50% of the costs), after which graduates are placed with Maharah's clients, constituting a direct investment in human capital and local employability.

31
beneficiaries enrolled
in 2024 Leaders program

39
beneficiaries in 2-year
managerial-level training
program in 2024

Full Scope Training

Further development efforts include joint workshops with leading global and local institutions to ensure alignment with international standards, especially in fields such as digital transformation, project management, and innovation. Internal knowledge sharing is promoted through a Knowledge Transfer Policy, which encourages

in-house experts to deliver training that aligns with the Company's values and culture.

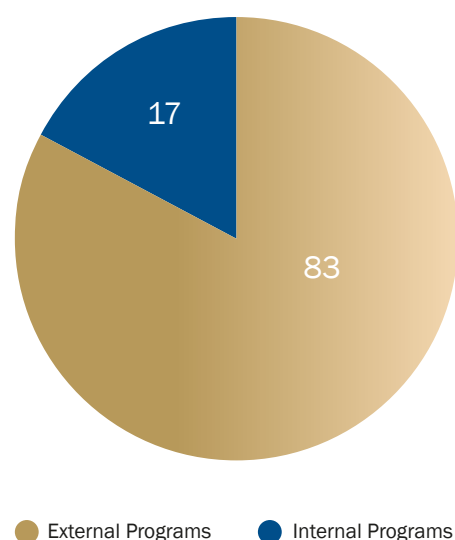
Mentorship and coaching programs connect employees with senior leaders to facilitate the transfer of knowledge and experience, fostering leadership growth. At the same time, on-the-job

training programs provide hands-on-training in actual work environments, enabling new employees to acquire the necessary skills and knowledge to perform their tasks efficiently. Additionally, e-learning platforms and remote training tools are available, ensuring flexible access to development resources.

Training in Numbers at Maharah

Indicator	Units	2023	2024
Total training hours per year	hours	7,852	6,967
Number of beneficiaries	people	283	292
Average training hours per employee per year	hours	27.8	23.9
Average training hours per employee: Men	hours	27.8	23.9
Average training hours per employee: Women	hours	27.7	23.8

Employee Training Participation, %



290+
beneficiaries

36+
training courses

24
average hours of
training per employee

2,500,000+
invested in employee training and development in 2024

+52.7 % increase since 2023

Onboarding and Performance Monitoring

At Maharah, we ensure new employees feel prepared and supported from the outset. Before their first day, joiners receive a welcome package including their contract, handbook, and workstation setup, and are assigned a buddy. On induction day, they attend an orientation on the company's vision and policies, tour the facilities, and meet key team members. During their first week, they shadow their supervisor, receive system training, and are matched with a mentor to support

integration. Progress is reviewed at 30, 60, and 90 days, followed by a personal development plan and enrollment in professional training.

Performance monitoring is conducted annually for all permanent employees, with a developmental mid-year review. SMART goals are set at the start of each cycle, supported by quarterly feedback. Employees are assessed using a 9-box matrix, and high performers are nominated

by the Talent Committee for promotion and development. Evaluation appeals can be submitted via the HR portal, ensuring a fair and transparent process.

100%
of employees undergoing annual
performance assessment

EMPLOYEE WELL-BEING

Maharah's ESG Strategy 2030 topics

- Promoting talent diversity and inclusivity
- Promoting talent well-being and ensuring a safe and healthy environment



Strategic objectives by 2030

- First quartile performance in employee satisfaction confirmed by authoritative international and local employer ratings
- Welfare-related business processes covering employees, established in accordance with high standards, as demonstrated through external audits and certifications by 2027, and maintained by 2030
- Well-being and mental health program developed, implemented, and delivered to 100% employees by 2028, and maintained by 2030



- Foster values of equity and transparency
- Create an inclusive workplace with opportunities for all
- Enable integration of people with disabilities in the labor market

Creating a Culture of Safety

At Maharah, we view the health and safety of our people as a shared responsibility and a critical part of how we operate. In 2024, we strengthened our Occupational Health and Safety (OHS) Management System in preparation for ISO 45001:2018 certification. These enhancements reflect our continued

commitment to protecting our workforce and fostering a culture where safety is embedded into daily operations.

As part of this effort, we formally documented the organizational context and identified key internal and external stakeholders to support a more comprehensive approach to risk management.

Our Health and Safety Policy was revised to reinforce the leadership's role in upholding safety values. In parallel, we improved our risk assessment processes by introducing systematic procedures to help identify and prioritize high-risk activities.

Safety Oversight, Training, and Engagement

Oversight of the OHS Management System is led by a dedicated cross-functional team under the General Administration of Administrative Services. The team is supported by trained safety officers and employees from various departments, working together to maintain a consistent and proactive approach.

To ensure awareness and accountability across all roles, we launched a unified training program for both permanent and temporary staff. Practical sessions, workshops, and awareness campaigns were conducted throughout the year. We also strengthened employee engagement through safety committees and regular feedback mechanisms, supporting ongoing learning and improvement.

Through these actions, we continue to strengthen our health and safety culture while ensuring safe, healthy, and supportive workplaces across all our operations.

Safety Metrics at Maharah¹

Indicators	Unit	2023	2024
Total Recordable Incident Rate (TRIR)	rate	0.20	0.00
Lost Time Injury Frequency Rate (LTIFR)	rate	0.35	0.00
Number of transportation accidents with the Company-owned vehicles	number	1	0

Supporting Our People

We know that our success is inseparable from the loyalty and performance of our people. Maharah prioritizes employee welfare and an inclusive environment that enables everyone to reach their full potential. A suite of programs, ranging from financial assistance to wellness initiatives, reflects this long-standing commitment.

As part of these efforts, we have established a robust financial and social safety net to support the well-being and stability of our employees. Central to this is the Solidarity Fund, which offers interest-free assistance to employees facing personal hardships ensuring timely support during critical moments.

Complementing this is an internal Loan Policy that provides employees with accessible financing options

tailored to their needs. The Company has also implemented salary increase plans and a sponsorship transfer installment program, further supporting their long-term financial security. These benefits are introduced during the onboarding process, ensuring all employees are informed of these options from the very beginning.

¹ Currently all recorded safety metrics relate to Maharah employees rather than the wider workforce.





Well-Being Initiatives in Practice

In 2024, Maharah launched its second long-term incentive program, offering treasury shares to reward sustained contributions and foster employee retention. Additionally, we introduced a financial assistance initiative to support the educational needs of employees and their children.

For those pursuing further education or professional development, Maharah offers certification support, reinforcing its commitment to continuous learning and career growth.

Maharah also prioritizes standing by employees during significant moments in their lives. We provide close support during difficult times, including follow-ups and well-wishing gifts for hospitalized employees. We celebrate achievements and joyful occasions with thoughtful gestures such as newborn gifts, thank-you notes, and through our quarterly Thanaa program, which recognizes and rewards exceptional performance.

As part of Maharah's commitment to employee well-being, housing and transportation allowances are provided in accordance with each employee's

job grade. These benefits help ensure stability, comfort, and equitable support across the workforce.

The Company makes an effort to track the employee experience through engagement surveys, exit interviews, and direct CEO roundtables, and our "We Are Proud of You" recognition scheme. Several other recognition programs are also in place to honor our most dedicated and outstanding employees.

Maharah programs for supporting and honoring employees

Program name	Description	Number of employees honored in 2024
Anniversary of Joining	A celebratory email on the anniversary of joining the Company	260
Award of Giving (5 years)	Recognition for employees who have completed 5-10 years in the Company	75
Thanaa Program	Honoring employees every quarter	18

Employee Welfare Benefits

At Maharah, we celebrate both national holidays and employees' personal lifetime milestones, hosting a rich calendar of cultural, social, and fitness events. These events include activities for children (Maharah Buds) and open days when senior leaders of the Company visit regional branches. In 2024, Maharah hosted the following activities and events:

- 94th Saudi National Day
- Founding Day
- Eid Al-Fitr
- Eid Al-Adha
- International Children's Day

Key wellness initiatives supporting employees' well-being include gym memberships, medical examination kiosks on World Health Day, vaccination days, blood donation campaigns, mental health awareness events, and physical fitness corners.

Recreational activities, such as tennis and billiards at work, step contests, bike tours, football and volleyball tournaments, karting, and paintball, foster team spirit and provide opportunities for both indoor and outdoor sports.

Recent Welfare Achievements

In February 2024, our employees participated in the Riyadh Marathon, which significantly contributed to enhancing team spirit and promoting a healthy lifestyle. This initiative also strengthened social ties both within and outside the Company, helping to forge stronger ties with the communities we serve.

A great deal of attention is given to maintaining a work-life balance. Flexible work options, remote work

arrangements, and a generous parental leave policy (12-week maternity and three-day paternity leave) support work-life balance, with 33 employees benefiting from parental leave in the latest reporting period.

In 2024, Maharah introduced childcare services for employees, recognizing that accessible and reliable childcare is crucial for supporting work-life balance and enabling parents, especially mothers, to remain fully engaged and productive in their roles.

The Company's dedication to occupational health and safety is validated by ISO 9001:2015 (Quality Management) and ISO 45001:2018 (Occupational Health & Safety). Maharah has also earned the Best Human Resources Company award and the Great Place to Work® certificate, underscoring our leading position in the sector.

Outlook

Looking ahead, we are set to launch new initiatives aimed at cultivating a resilient and future-ready workforce capable of sustaining long-term growth and reinforcing the Maharah's position as an employer of choice.

By integrating comprehensive welfare programs, inclusive employment policies, and meaningful cultural engagement, we continue to build a supportive environment where employees thrive and contribute to our shared enduring success.

ﷲ **15,749,000**

spent on bonuses, incentives, support, and honoring employees in 2024

+23%

increase compared to 2023

ﷲ **850,000**

newly launched program to support employees' children's education (schooling fees)

71%

Employee engagement survey participation

85%

Employee engagement score

1%

Absenteeism rate (as of total days scheduled)

WORKFORCE

Maharah's ESG Strategy 2030 topics

- Supporting and developing our talents
- Promoting talent wellbeing and ensuring a safe and healthy environment



Strategic objectives by 2030

- Annual increase of 5% in the number of workers receiving an average of 20 hours of professional or upskilling training in accordance with high standards, as demonstrated through external audits and certifications by 2027, and maintained by 2030
- Effective internal communication channels established for workers, with regular evaluations
- Well-being and mental health program developed, implemented, and delivered to 100% of workers by 2028, and maintained by 2030
- 50% of workers covered by a performance management program by 2030
- At least 70% of workers (living in accommodation) report satisfaction with living conditions and food quality, by 2028, and maintained by 2030
- Welfare-related business processes covering workers, including living conditions, established



- Foster values of equity and transparency
- Improve working & living conditions for expats

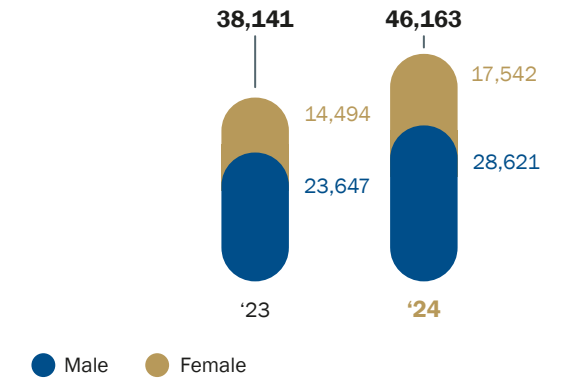
Workers at Maharah

Maharah manages one of the Kingdom's largest and most diverse labor pools, with workforces from 74 countries and more than 400 professions since inception. With over 46,000 workers¹ placed in 2024 and growing, Maharah managed to place over 20,000 new hires across client sites this year, providing workforce solutions for both corporate and household service sectors.

Maharah aims to increase the share of professional talent within its deployed workforce. To support this, we have formed strategic partnerships with leading global firms known for their recruitment expertise. Recently, beyond blue-collar supply, Maharah has been prioritizing higher-skilled roles, increasing the share of professional white-collar placements to 4% of the corporate sector workforce. Strategic alliances with leading global recruiters give Maharah access to specialized engineers, healthcare staff, and project managers for megaprojects.

In 2024, we implemented a refined strategy focused on regulatory compliance and operational effectiveness in the domestic worker services segment that includes roles such as private drivers, domestic personnel, hospitality staff, babysitters, and cooks. Due to this optimized growth strategy, we were successful in maintaining our leadership position in this sector, shaped by evolving domestic legislation, international labor protocols, and intensified market competition.

Workers placed by Maharah²

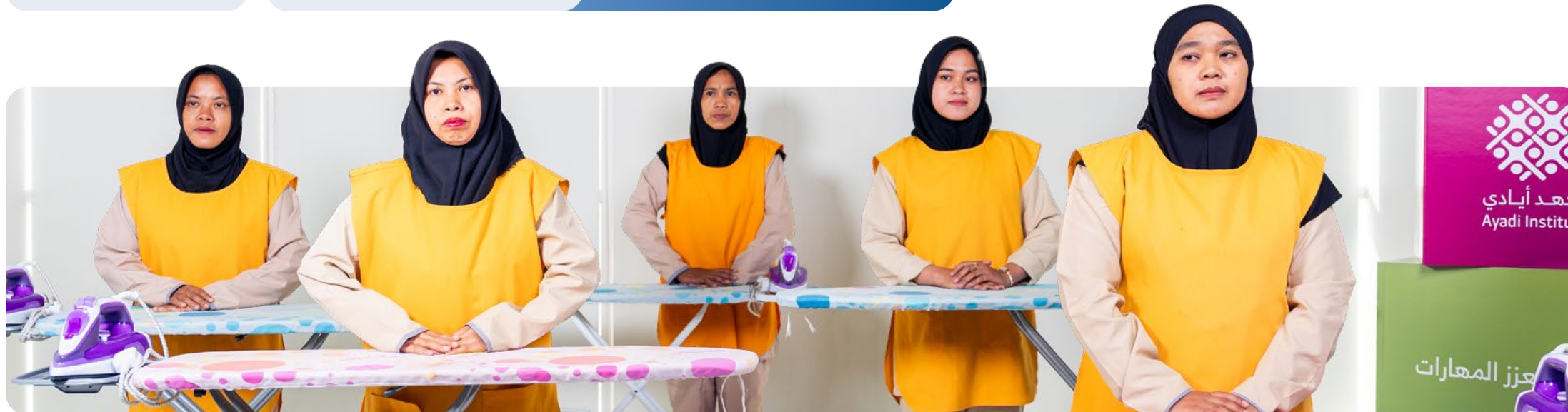


400+
professions in the portfolio

160,000+
workers placed since Maharah's establishment

74
countries of origin in the workforce

38%
female representation in 2024



¹ As opposed to employees, workers do not perform work for Maharah.
² The data include the Household services and the Corporate sector only.

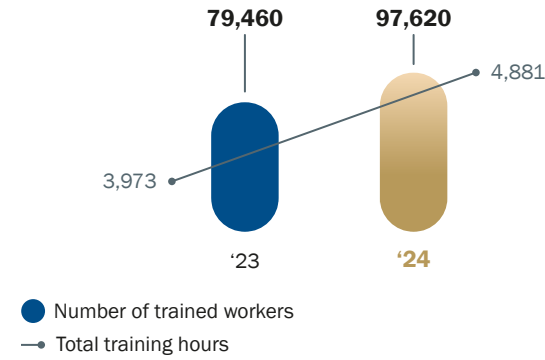
Worker Training

In the same way as we invest in employee skills (please refer to [Employee Training](#) for more details), we also develop specialized services tailored to our workforce's capabilities. By equipping workers with the right tools and high-quality resources, we ensure they can meet rising client expectations and deliver seamless, high-standard service, while also benefiting from improved wages and better employment opportunities that come with enhanced skills.

All personnel assigned to household and hospitality roles must complete preparatory courses at the Ayadi Institute - Maharah's dedicated training academy. In 2024 alone, the Ayadi Institute delivered 97,620 hours of instruction to 4,881 trainees, covering a range of skills including domestic services, hospitality, culinary practice, childcare, and specialized care for people with disabilities.

Institute graduates receive certificates recognized both inside Maharah and by external employers. To ease cultural integration, newcomers also receive orientation sessions on Saudi social norms, personal finance, and workplace rights, delivered in multiple languages.

Worker training at the Ayadi Institute



97,620
hours of training in 2024

4,881
trainees

20
average hours
of training per worker

Worker Housing and Well-Being

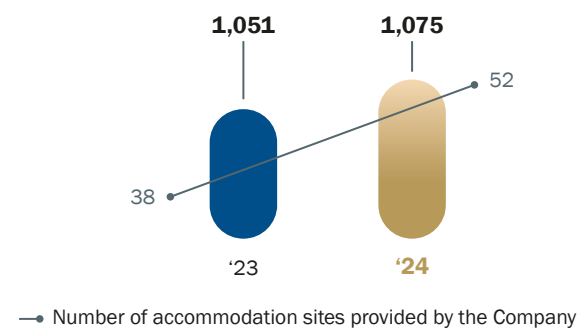
Behind Maharah's impressive workforce lies a robust, sophisticated system of welfare, housing, and training. It has been purpose-built to safeguard workers' rights and promote their well-being. We are committed to supporting and enhancing the quality of life for the workforce through our related Administration Department that cater for workforce Welfare.

The majority of housing for workers is provided by our corporate and individual clients, including live-in arrangements for domestic service roles. For all others, Maharah has steadily expanded our own accommodation facilities to ensure safe and comfortable living conditions, covering both the workforce engaged through the Hourly Service Program and individuals assigned to corporate clients.

Maharah's accommodation sites operate under two complementary internal regulations: the Labor Welfare Policy and the Accommodation Policy (both developed in 2024). Together, they regulate workers' accommodations, including transparent complaint handling, multilingual call-center coverage, preventive maintenance, and daily inspections of workforce housing.

In 2024, the number of our accommodation sites increased by 37% to 52 (2022: 24; 2023: 38), located across various regions of the Kingdom. All our housing facilities are fully furnished. Some offer catering services, while others are equipped with kitchens, internet access, and training halls with all necessary amenities.

Number of Maharah workers resident in accommodation¹



Social Support

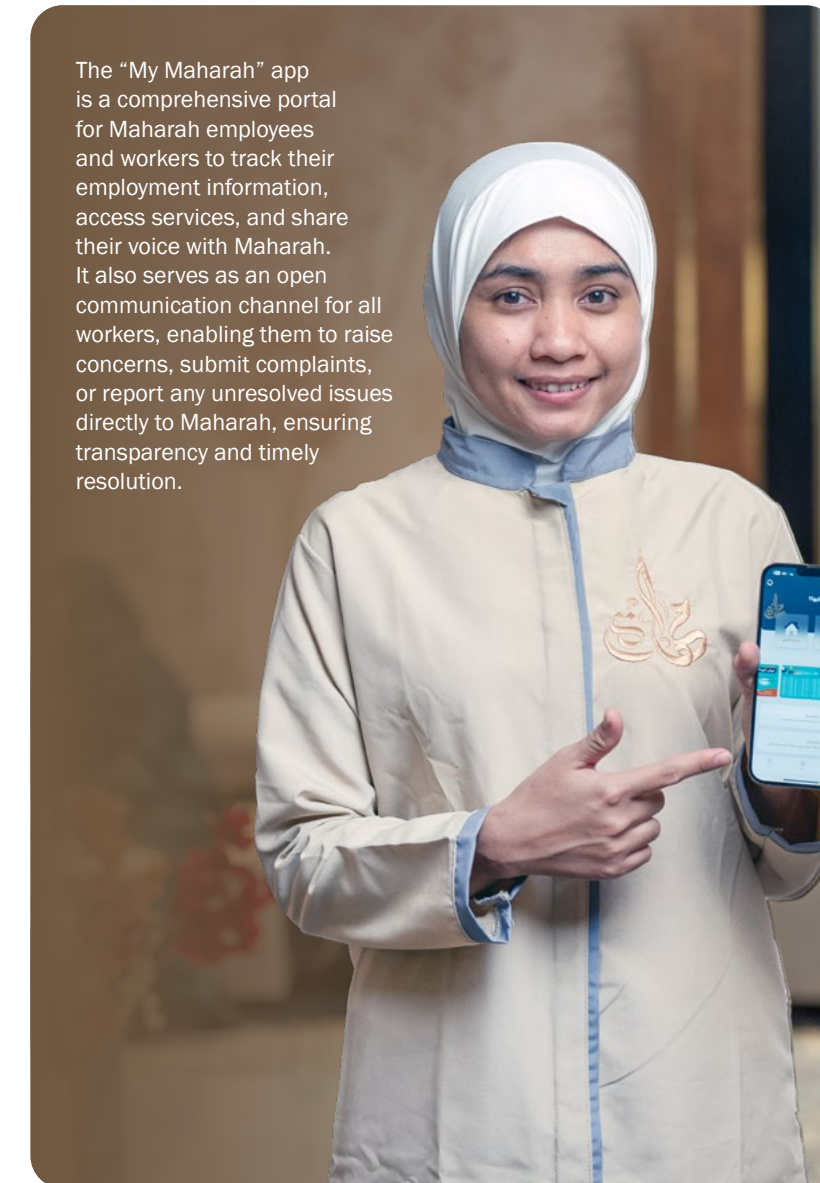
Maharah's welfare commitment goes far beyond the workplace, distinguishing the Company from others through a wide array of holistic social support initiatives. Workers benefit from paid leave of at least one month every two years, allowing them to reunite with their families. They receive subsidized medical insurance and free transportation to shopping malls every Friday, offering regular opportunities for leisure and recreation. Logistical support for travel to and from work is provided, including transportation via Maharah's private fleet.

The Company also provides meals and essential items such as clothing and SIM cards. Scheduled days off and wage increases linked to the length of service help to boost morale, reward commitment, and promote long-term retention. To facilitate cultural integration, Maharah provides assistance through local host families and cultural orientation sessions. Celebrating workers' national days and providing consistent communication channels in their respective languages reflect our inclusive, responsive, and human-centered approach to workforce welfare.

A new 500-bed housing site in Jeddah

In 2024, Maharah acquired a purpose-built residence in South Jeddah's Abrug Al Rughama district for \$25 million. The five-story complex, spanning 2,200 m², contains 47 fully furnished apartments with a total of 154 bedrooms and 141 bathrooms, and is licensed for 500 occupants. All safety systems are in place, including ceiling-mounted fire extinguishers and CCTV coverage inside and out. The facility currently houses 189 Household serviced sector workers and nine business-sector workers, leaving fully equipped units available for rapid scaling as new contracts start.

The accommodation is equipped with all essential items, including bedding, cleaning supplies, and more. Daily inspections verify hygiene and compliance, and multilingual safety signage ensures awareness among all residents. The building's modular design allows for further expansion without requiring structural modifications, making it a template for future housing investments.



The "My Maharah" app is a comprehensive portal for Maharah employees and workers to track their employment information, access services, and share their voice with Maharah. It also serves as an open communication channel for all workers, enabling them to raise concerns, submit complaints, or report any unresolved issues directly to Maharah, ensuring transparency and timely resolution.

¹ Numbers may vary daily due to check-ins and check-outs.

Protecting Worker Rights

At Maharah, we have adopted a proactive approach to safeguarding the safety and rights of our workforce. The Company has established an Employee Rights Commission to oversee compliance with international labor standards and investigate any allegations of abuse.

As early as the recruitment stage, we offer a comprehensive range of services to attract international workers and help them integrate into the Saudi labor market. We help with work-visa issuance and visit-visa processing, as well as the attestation of all types of certificates from

embassies and the booking of iris scan appointments. Maharah ensures that all employment contracts provide strong protection for workers, additionally offering on-call legal support for contract disputes.

Monitoring Satisfaction and Experience

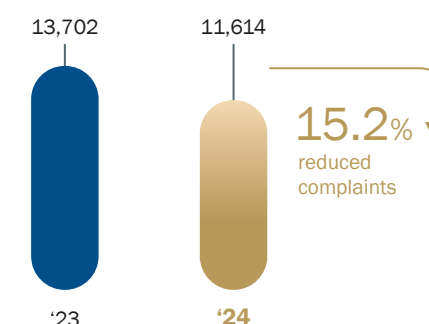
Workers can raise concerns through WhatsApp or direct calls to the Labor Care Centre (920 008 212), by email (carecenter@maharah.com), or via live chat on the “My Maharah” platform in their own language. Workers can connect with their assigned representative or relevant department, with all requests and concerns addressed quickly and effectively. Calls that drop are returned, and no ticket may be classified as “resolved” until the worker confirms satisfaction. Persistent non-compliant clients, particularly those with a history of late payments or any other violations are placed on an internal blacklist.

Formal monitoring of worker satisfaction is set to begin in 2025, starting with a Q1 survey which the results and raw feedback recordings of which will be shared with the Labor Welfare team. Although historical satisfaction rates are not yet available, baseline data are now in place to enable year-on-year measurement.

However, even before the introduction of the survey, Maharah’s grievance infrastructure had already handled a high volume of cases efficiently. Between 2022 and 2024, workers submitted a total of 40,521 complaints through a 24/7 hotline and the “My Maharah” mobile app.

Each case was logged into the central CRM and resolved within 15 days. In 2024, the number of complaints declined by 15.2% due to improved operational processes, clearer communication channels, and enhanced training for both workers and client representatives. These improvements have not only reduced the frequency of grievances but also strengthened trust in our ability to respond promptly and fairly to worker concerns.

Number of complaints submitted by workers



-15.2%

fewer number of complaints in 2024

Outlook

Continued growth in corporate and household services contracts is expected to raise demand for qualified labor through 2025 and beyond. Maharah’s investment in high-standard housing, multilingual engagement channels, and rigorous training is designed to scale with demand, sustaining worker welfare while underpinning the reliability that clients expect from one of Saudi Arabia’s most trusted human resources partners.



HUMAN RIGHTS

Maharah's ESG Strategy 2030 topics

- Upholding human rights



Strategic objectives by 2030

- 0 confirmed cases** of human rights violations, supported by effective grievance mechanisms
- 100% of employees and workers** trained on human rights by 2027, maintained by 2030
- 100% of customers** and international recruitment agencies comply with our human rights standards, Saudi labor law, and ILO requirements
- Our operations are assessed for human rights impact at least every two years

- Foster values of equity and transparency
- Improve working conditions for workforce



HUMAN RIGHTS FRAMEWORK

We consider the dignity and rights of every individual across all our operations, including employees, workers, customers, partners, and suppliers. To ensure this, Maharah has implemented a rigorous human rights framework that explicitly prohibits child labor, forced labor, and any form of discrimination. These principles are enshrined in policies supported

by an ongoing monitoring and control system, which is regularly updated to align with best practices and evolving regulatory standards.

Every employment contract issued by Maharah includes provisions that safeguard worker rights, ensuring strong legal protection throughout the employment relationship. These

standards are not limited to Maharah's direct operations, they are extended to all suppliers and clients through systematic human rights assessments conducted at all the Company locations and customer offices. By integrating these standards across its value chain, Maharah promotes a culture of shared accountability and ethical practice among its partners.

EMBEDDING ACTION INTO POLICY

A Human Rights Protection Policy has been established based on the relevant regulatory requirements. The Company assesses its operations for potential human rights impacts in alignment with this policy to ensure compliance and to mitigate any adverse effects.

Any identified risks are addressed through appropriate corrective actions and continuous monitoring.

At the same time, while the Internal Audit function does not directly conduct or oversee human rights impact assessments, these

important evaluations are typically led by the ESG, Legal, Compliance, and Human Resources departments. Internal Audit supports these efforts by ensuring governance processes are in place and may review related controls as part of its broader assurance activities.

HUMAN RIGHTS VIOLATION REPORTING

To enforce these commitments, we provide multiple confidential and accessible channels for reporting human rights violations, available in multiple languages (please refer to [Protecting Worker Rights](#) for more details).

Clients who repeatedly violate worker rights or delay payments are placed on an internal blacklist to prevent

further engagement. Through these comprehensive measures, Maharah demonstrates our unwavering commitment to human dignity, transparency, and ethical conduct across all levels of operation.

OPTIMIZING THE CLIENT EXPERIENCE

Maharah's ESG Strategy 2030 topics

- Delivering a high-quality and inclusive customer experience



Strategic objectives by 2030

- 80% customer satisfaction** for individual clients and 85% for corporate clients achieved by 2027, and maintained through 2030
- 100% of services and digital client channels** accessible to clients with disabilities (speech, vision, and hearing impairments)

- Improve the quality of services provided to citizens

Maharah is first and foremost, a client-centric organization. Our approach is grounded in a robust and transparent client service policy that reflects our commitment to operational excellence and dedication to long-term client trust.

As of 2024, we have served over 450,000 clients across all service channels, achieving a 94% employee-related satisfaction rate and reaffirming our ability to maintain high-quality standards for a diverse clientele.



OFFERED SERVICES RANGE

We deliver a comprehensive portfolio of workforce solutions tailored to three distinct client segments: Saudi talent outsourcing, corporate workforce provisioning, and household services. Across all three segments, Maharah continues to enhance operational efficiency, client satisfaction, and workforce readiness, solidifying our position as the leader in integrated human resources solutions in Saudi Arabia.

Esnad Maharah Services for Saudi Outsourcing

In support of national workforce localization efforts, our Esnad Maharah Service specializes in outsourcing qualified Saudi professionals across multiple sectors (please refer to the [Esnad Maharah Services](#) section for more details). With a robust talent database and a focus on executive placements, we exceeded our 2024 targets by localizing almost 1,000 positions, including roles in finance, engineering, and IT.

Corporate Services Sector

In the corporate services sector, we serve both private and public organizations with tailored workforce solutions, including large-scale staffing, project-based deployment, and end-to-end workforce management services such as transport, housing, and equipment provisioning. The Company has expanded into sectors such as petrochemicals and semi-government services, offering specialized personnel and operational support. Our strategic footprint and competitive edge have allowed us to secure long-term contracts with leading institutions, contributing to consistent growth and market leadership.

+23%
workforce growth rate
in the corporate services sector
in 2024

Household Services Sector

Within the household services sector, Maharah offers both monthly and hourly staffing packages. The monthly model encompasses live-in arrangements across various domestic professions. In contrast, the hourly model offers flexibility for part-time services, including logistics support such as transportation and company-managed accommodations (please refer to [Worker Housing and Well-Being](#) for more details).

New offerings developed in 2024 included specialized services like babysitting, hospitality, spa care ("Lavender Touch"), and on-demand assistance ("Fawri"). Innovative services like Madar allow clients to customize work shifts and rest days. Collectively, these solutions enabled a 29% increase in the domestic workforce placement in 2024.

+29%
workforce growth rate
in the household services sector
in 2024





CLIENT SERVICE MANAGEMENT

Our client service management system is governed by a formal policy introduced in 2023, which guides all client interactions through clearly defined standards, responsibilities, and procedures. The policy outlines

the Customer Service Department's role as the primary point of contact between clients and the Company, equipped to handle all inquiries, requests, and complaints. It also mandates the use of digital platforms

and official communication channels, such as the "My Maharah" app, hotline, email, and social media, to log every client issue, ensuring traceability and accountability.

Client Engagement System

This system is supported by a suite of tools that enable real-time performance tracking. Our omnichannel communication strategy ensures accessibility for all clients, with client care available through multiple channels and in multiple languages, providing a fast resolution of any arising issues. Service Level Agreements (SLAs) are used to measure response times, which in 2024 averaged just 41 seconds. Maharah maintains a three-day turnaround KPI for complaint resolution, a target the Company consistently meets, as evidenced by the full resolution of 18,424 client issues in the reporting year.

Over fifteen mystery shopper assessments were conducted in 2024 across our branches and digital platforms to validate service quality and time management. These efforts, combined with client feedback, informed a broader strategic improvement plan that mapped out the entire client journey and introduced enhancements tailored to meet client expectations at each stage of the process.

41 second
average client response time
in 2024

Survey client satisfaction levels:

72%
in corporate services

62%
in household services

91%
in individual hourly services
("Khidmah")

Inclusive and Excellent Service

Client feedback is integrated into Maharah's performance evaluations through key satisfaction metrics such as CSAT and NPS, which reached 75% and 0.4, respectively, in 2024. These insights are used to enhance service delivery. A client satisfaction survey conducted in 2024 revealed satisfaction levels of 72% in the corporate services sector, 62% in the household services sector, and 91% in individual hourly services (Khidmah).

We place special emphasis on accessibility and inclusion. Although specific services for people with

disabilities remain under development, Maharah has recognized this as a future focus area.

Training is central to Maharah's service excellence. All employees involved in client-facing roles receive client service training, with 100% coverage across three consecutive years. Maharah's Client Experience Department launched a five-year development program, consisting of 19 foundational, operational, and excellence initiatives. Seven of these were implemented in 2024, aimed at streamlining internal procedures,

improving customer touchpoints, and supporting the transition to a data-driven, agile service model.

In recognition of our learning and development efforts, Maharah received the Gold Award for Best Learning and Development Program in Customer Experience at the 2024 Saudi Customer Experience Awards, for training over 1,000 employees in client service. This recognition underscores our dedication to delivering innovative training initiatives that elevate customer experience and service quality across the sector.



450,000
clients
served since inception

1,000+
employees
trained in client service

94%
employee-related satisfaction rate



DIGITAL INNOVATIONS FOR CLIENT SERVICE

In recent years, we have made significant progress in digital transformation, enhancing client access and service efficiency through a seamlessly integrated network of 24 physical branches and a cutting-edge mobile application. This dual approach ensures that clients across the Kingdom can perform all major hiring activities, from browsing workforce profiles and selecting preferred workers to making payments, signing digital contracts, and scheduling service delivery, through a single, user-friendly platform. This blend of physical and digital channels reflects Maharah's commitment to providing a comprehensive, streamlined client experience.

To support this ambition, Maharah continues to invest in advanced digital infrastructure aligned with global efficiency and quality standards. The Company's IT environment supports a wide array of operational needs across corporate and household services.

Further innovations will include the automation of contract documentation and archiving, integrated with national platforms such as the Social Security and National Unified Access systems to enhance security and efficiency. Through these sustained efforts, Maharah is building a resilient and future-ready digital ecosystem that meets the needs of clients while upholding service quality, data security, and user convenience.

100,000+

downloads
of Maharah Services app
through AppStore and Google Play

Outlook

Looking ahead, Maharah continues to treat client satisfaction not only as a key performance indicator but as a cornerstone of our sustainability commitments. We see our clients as partners on the journey toward

a prosperous and inclusive labor market. Through transparency, responsiveness, innovation, and continual learning, we aim to strengthen these relationships and stay true to our role as a trusted provider of workforce solutions in the Kingdom.



EMPOWERING LOCAL COMMUNITIES

Maharah's ESG Strategy 2030 topics

- Supporting local communities



Strategic objectives by 2030

- Effectiveness** of social investment strategy programs and number of lives directly impacted by these programs regularly assessed
- Corporate volunteering program** established with a yearly participation rate of at least 10% for employees and 6% for workers



- Enhance businesses' focus on their social responsibilities
- Encourage volunteering

OUR APPROACH TO COMMUNITY SUPPORT

At Maharah, we are deeply committed to the communities in which we operate. We are guided by the principles of sustainability, inclusiveness, and ethical responsibility. Our initiatives are grounded in Maharah's 2024 Corporate Social Responsibility and Charitable Work Policy, which is designed to contribute meaningfully to the social, economic, and environmental well-being of society. This framework ensures that all social initiatives align with the Company's mission and Saudi Vision 2030, particularly

in light of the national focus on expanding the nonprofit sector and promoting volunteering.

At Maharah, we follow structured procedures to identify societal priorities, allocate resources effectively, make partnerships with public institutions and nonprofit organizations, and evaluate the outcomes of our community engagement efforts. The Board of Directors plays a key role in shaping the Company's social responsibility agenda by setting objectives, promoting community awareness

programs, and fostering employee understanding and involvement in these initiatives.

In addition to other committees and departments, the Corporate Communication Department leads the implementation of social responsibility initiatives by coordinating financial support and collaborative projects with non-profit organizations, while also ensuring visibility through media coverage of supported events and programs. Employees are encouraged to participate in the development of social initiatives and corporate volunteering.

RECENT SOCIAL AND COMMUNITY INITIATIVES

In 2024, Maharah committed **1 million** to charitable initiatives, working through the certified “Ehsan” platform to ensure transparency and government coordination. Beneficiaries included:



The Disabled Children's Association to support the primary clinic project

289,000



The Saudi Cancer Society for patient treatment and transportation

211,000



Takamuliah Society for Disabilities for home care and medical rehabilitation

189,000



The Mobility Disability Association for Adults (Harakiya) for the therapeutic rehabilitation program

189,000



The Humanitarian Services Association in Najkh to support the Spring of Life Project

122,000

Maharah supports social awareness campaigns across all our operating regions, including Riyadh, Dammam, Jeddah, Abha, Medina, Taif, Qassim, Kharij, and Hail. Company-wide activities in 2024 included participation in World Health Day, a blood donation campaign titled “Donate Your Blood, Be the Hope for Others,” celiac disease awareness booths, and engagement in the World Mental Health Day and World Health

Summit Exhibition. Additionally, Maharah organized an Umrah trip for employees and activated the International Day of Charity, underscoring our commitment to employee inclusion in social impact efforts.

Employee volunteering is also actively encouraged through corporate programs. This enables employees

to contribute time and skills to societal and environmental causes, enhancing the Company's internal culture of service.

However, our community engagement extends well beyond financial donations and direct social initiatives. Maharah also prioritizes increasing local content in our procurement strategy as part of our broader commitment to supporting the Saudi economy.

SUPPORTING LOCAL COMPANIES AND SUPPLIERS

The Administrative Department focuses on engaging with local companies and requires suppliers to present valid local content certificates as a condition for partnership. This approach ensures that our procurement practices make a meaningful contribution to the local

supply chain. Currently, except for international recruitment offices, most of our suppliers are domestic. By favoring local vendors and service providers, we not only support local businesses but also stimulate job creation and economic resilience within the Kingdom.

Additionally, we are focused on expanding our collaboration with local training providers, contributing to the development of local expertise and employment.



Outlook

Looking ahead, Maharah will continue to integrate social responsibility into our business model, viewing it not only as a moral imperative but as a vital driver of sustainable development and stakeholder value. Through

our expanding portfolio of social initiatives, we strengthen our ties with communities, support vulnerable populations, and build a foundation of trust, engagement, and shared prosperity.



GOVERNANCE

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84 Risk Management



CORPORATE GOVERNANCE APPROACH

Maharah's ESG Strategy 2030 topics

- Upholding high ethical standards and practices
- Maintaining strong governance



Strategic objectives by 2030

- Zero confirmed cases of business ethics violations annually up to 2030
- ISO 37000 & 37001 compliance achieved by 2027, and maintained by 2030
- 100% of employees receive mandatory training on business ethics and anti-corruption and formally comply with anti-corruption policy by 2027, and maintained by 2030
- 100% of our suppliers and business partners comply with our business ethics and anti-corruption standards by 2030
- Our business ethics practices are audited and validated externally at least every 3 years
- Ensured compliance with best corporate governance practices, demonstrated through improved external assessment results reaching at least industry average levels by 2030
- ESG risk management procedures are established and fully integrated into the Company's corporate governance by 2030
- Strategies to actively improve the representation of women in the Board of Directors are developed and enacted in alignment with the best corporate governance practices by 2030



- Foster values of excellence & discipline
- Foster values of equity and transparency
- Increase women's participation in the labor market

At Maharah, corporate governance is a fundamental enabler of responsible growth. It defines how we structure leadership, make decisions, and protect the interests of all stakeholders. Our governance model is an important part

of supporting our long-term value creation, risk management and ethical business conduct.

The Company's governance framework is aligned with the Corporate Governance Regulations issued

by the Capital Market Authority and incorporates leading practices from the regional and global markets. These regulations are reviewed periodically to ensure continued relevance and alignment with shareholder expectations.

OVERSIGHT AND STRUCTURE

Maharah's governance system is built around a clear structure comprising the Board of Directors, three specialized Board committees, and the executive management team. The Board oversees governance performance and policy implementation, while the committees provide focused support on key issues:

• **Audit Committee:** Oversees financial reporting, internal and external audits, and risk controls

• **Nomination and Remuneration Committee:** Handles Board nominations, performance evaluations and executive pay

• **Executive Committee:** Supports business strategy and operational direction

Each committee operates under defined mandates, with a majority of members being independent or non-executive directors.

For more information on this, refer to the [Annual Report 2024](#)



GOVERNANCE PRINCIPLES AND FRAMEWORK

Maharah's governance approach is underpinned by a strong framework and a clear set of guiding principles. These include safeguarding shareholder rights, promoting transparency, ensuring effective oversight, and aligning strategy with national development goals. Our governance culture is based on open communication, ethical decision-making, and continuous performance evaluation.

Our General Governance Framework

1

Safeguarding the rights of shareholders and ensuring fair representation.

2

Upholding the rights and interests of all stakeholders.

3

Ensuring disclosures are accurate, comprehensive and timely.

4

Effectively identifying and managing conflicts of interest.

5

Empowering employees through clear policies and ethical leadership.

6

Regulating related-party transactions with transparency and integrity.

7

Maintaining open and continuous communication with investors.

8

Aligning corporate values and strategy with broader social and economic priorities.

At the same time, protecting human rights is very important to us, you can read more about this in the [Society chapter](#).

Pillars of Governance at Maharah



Transparency

Clear and consistent communication of key decisions to shareholders, reinforcing trust and clarity.



Responsibility

Each Board member is expected to perform their role with the highest standards of professionalism and integrity.



Accountability

Direct accountability to shareholders for all decisions, actions, and governance oversight.



Fairness

All shareholders are treated equally by the Board and executive management, with no favoritism or bias.

CODE OF CONDUCT

OUR ETHICAL FOUNDATIONS

At Maharah, our Code of Conduct serves as the foundation for maintaining trust, accountability and professionalism across all areas of our business. It applies to all our employees, board members, contractors, agents, and business partners, and reflects our core values of integrity, transparency, and ethical conduct.

The Code outlines expected behavior in areas such as fair treatment, confidentiality, responsible use of company resources, and respectful workplace conduct. It promotes a culture of non-discrimination and zero tolerance for harassment, while strictly prohibiting child labor, forced labor,

and any form of physical, mental or sexual abuse. The Code also provides guidance on managing conflicts of interest, ensuring responsible social media use, and maintaining integrity in all client and supplier relationships.

PREVENTION, REPORTING, AND AWARENESS

Maharah actively reinforces ethical standards through continuous communication, employee awareness campaigns, and structured training programs. In addition, the Company has implemented a confidential whistleblowing channel, allowing

employees and stakeholders to report concerns safely and without fear of retaliation.

To ensure consistency and accountability, the Code is reviewed regularly and integrated into

Maharah's wider governance and risk management systems. All employees are expected to act in accordance with the Code and to seek guidance whenever ethical questions arise.

COMMITMENT TO LEGAL AND REGULATORY COMPLIANCE

Maharah is committed to complying fully with all applicable laws, regulations and directives in the Kingdom of Saudi Arabia and other jurisdictions in which it operates. The Company maintains proactive relationships with

relevant regulatory authorities and monitors for any instances of non-compliance.

In 2024, a small number of minor regulatory violations were recorded, totaling 40,500, mostly involving

external partners or service providers. All incidents have been addressed with corrective actions implemented to prevent recurrence.

For further details, please refer to the [2024 Annual Report](#).

CODE OF CONDUCT AT A GLANCE

Who It Applies To

All Maharah employees, board members, contractors, partners, agents, and representatives.

What It Covers

Confidentiality & Data Protection:

Safeguarding company and client information

Workplace Conduct:

Promoting respect, non-discrimination, and zero tolerance for harassment

Conflict of Interest:

Avoiding personal or financial interests that may compromise decisions

Use of Company Resources:

Ensuring responsible and authorized use

Fair Competition & Anti-Corruption:

Complying with all laws, avoiding bribery and unethical influence

Social Media & Communication:

Representing Maharah professionally, online and offline

Client & Supplier Integrity:

Acting fairly and honestly in all external engagements

Core Values



Integrity
in all actions



Transparency
and honesty



Accountability
at every level



Professionalism
in conduct

Reporting & Whistleblowing

Confidential channels
for reporting violations

Non-retaliation policy
to protect whistleblowers

Follow-up procedures
for every concern raised

Training & Awareness

Mandatory onboarding sessions

Periodic training for all employees

ANTI-CORRUPTION

Maharah is firmly committed to integrity and ethical conduct across all its operations. As outlined in our Anti-Bribery and Corruption Policy, the Company prohibits all forms of bribery, corruption, and improper influence, whether direct or indirect. This policy applies to all employees, executives, contractors, and business partners, and is aligned with the anti-corruption laws of the Kingdom of Saudi Arabia.

The policy clearly prohibits bribery, excessive gifts, and conflicts of interest in procurement and commercial dealings. Employees are expected to report suspected misconduct through internal whistleblowing channels, with full protection from retaliation. Violations are subject to disciplinary action, which may include termination and legal consequences.

RESULTS AND OUTLOOK

0
incidents
of corruption
were reported
in 2024

Nevertheless, Maharah continues to strengthen its internal controls and culture of compliance. The Governance department is currently developing a broader anti-corruption framework to formalize risk assessments and enhance monitoring.

Training and awareness activities will continue to be scaled up to promote a shared understanding of ethical expectations and to ensure Maharah's long-term success is built on transparency, trust, and accountability.



WHISTLEBLOWING

At Maharah, we are committed to fostering a culture of transparency, trust, and ethical conduct. Our whistleblowing mechanism is a key element of this commitment, enabling employees and external stakeholders to report concerns related to misconduct, fraud, bribery or other unethical behavior without fear of retaliation.

ACCESSIBLE AND CONFIDENTIAL REPORTING

Multiple reporting channels are available, including direct supervisors, the Human Resources, Legal Affairs and Compliance teams, as well as a dedicated email address at investors@maharah.com.

Individuals may report anonymously if they choose, and all reports are handled with strict confidentiality and professionalism. This inclusive approach ensures that employees, suppliers, and other stakeholders can raise concerns safely and with confidence.



OVERSIGHT AND INTEGRITY ASSURANCE

The Internal Audit department supports the whistleblowing system by assessing its effectiveness through periodic reviews and audits.

Responsibility for case management lies primarily with Compliance, Legal Affairs or HR, depending on the nature of the issue. Maharah strictly prohibits

retaliation against any individual who reports in good faith, reinforcing our commitment to accountability and integrity across the organization.

DATA PRIVACY AND CYBERSECURITY

Maharah's ESG Strategy 2030 topics

- Ensuring privacy and data protection



Strategic objectives by 2030

- Zero** confirmed cases of data security breaches and data leakage annually
- 100%** of employees and workers covered by training on data security and privacy by 2027, and maintained by 2030 and beyond
- 100%** of suppliers and business partners comply with our information security and privacy policies by 2030



- Develop the digital economy

OUR DIGITAL SAFETY APPROACH

Maharah considers the protection of digital assets and personal data a fundamental responsibility. As a trusted custodian of sensitive information belonging to customers, employees, and stakeholders, we are committed to maintaining a secure and compliant data environment. In line with the Saudi Personal Data Protection Law (PDPL),

our privacy practices are designed to protect against data loss, unauthorized access, and misuse, while supporting regulatory alignment and business continuity.

In 2024, we continued to invest in strengthening our digital infrastructure and improving our ability to detect and manage cybersecurity risks. This included the implementation of new technical safeguards, work done on incident response protocols, as well as ongoing upgrades to ensure system resilience and performance.

PRIVACY PRINCIPLES AND PRACTICES

Our Privacy Policy outlines clear principles for the collection, use, storage and disposal of personal data. Maharah only collects personal information necessary for providing services and conducting business activities. Individuals have the right to request updates, corrections, or deletion of their personal data, subject to the applicable legal conditions.

Data is collected through defined channels, including service contracts, digital platforms and customer support. It is stored securely and destroyed once the intended purpose is fulfilled,

unless retention is otherwise required by law. We understand the importance of providing directed privacy training, these efforts are in action, and we plan to launch employee and contractor training programs on data protection in 2025.

Third-party data handling is governed by strict contractual obligations, including the use of non-disclosure agreements (NDAs) and confidentiality clauses. Access to personal or sensitive data is granted based on role-specific authorization to ensure security and control.

0
Total amount of monetary losses as a result of legal proceedings associated with user privacy

100%
Share of suppliers and business partners that comply with the Company's information security and privacy policies

CYBERSECURITY RISK MANAGEMENT



Maharah acknowledges the critical risks posed by cyberattacks, data breaches, and system disruptions. To mitigate these risks, we maintain secure IT systems, regularly back up critical data, and collaborate with leading cybersecurity experts to strengthen our protocols. A structured Incident Response Plan (IRP) is under development and expected to be finalized in 2025.

Employees and partners are encouraged to report any suspected cybersecurity incidents or data breaches through

official reporting channels. Reported incidents are assessed based on severity and referred to senior management when necessary. Where appropriate, regulatory authorities are notified of any major data security issues in accordance with legal obligations.

By advancing our digital safeguards and maintaining compliance with privacy regulations, we are aiming to continue to reinforce the trust of our clients, partners, and workforce, laying a secure foundation for further digital transformation and sustainable growth.

0
data security breaches in the reporting period

0%
data breaches that included personal data

0
customers affected by data breaches

RISK MANAGEMENT

OUR APPROACH TO ERM

At Maharah, risk management plays a central role in supporting our business continuity, safeguarding stakeholder value and enabling long-term strategic goals.

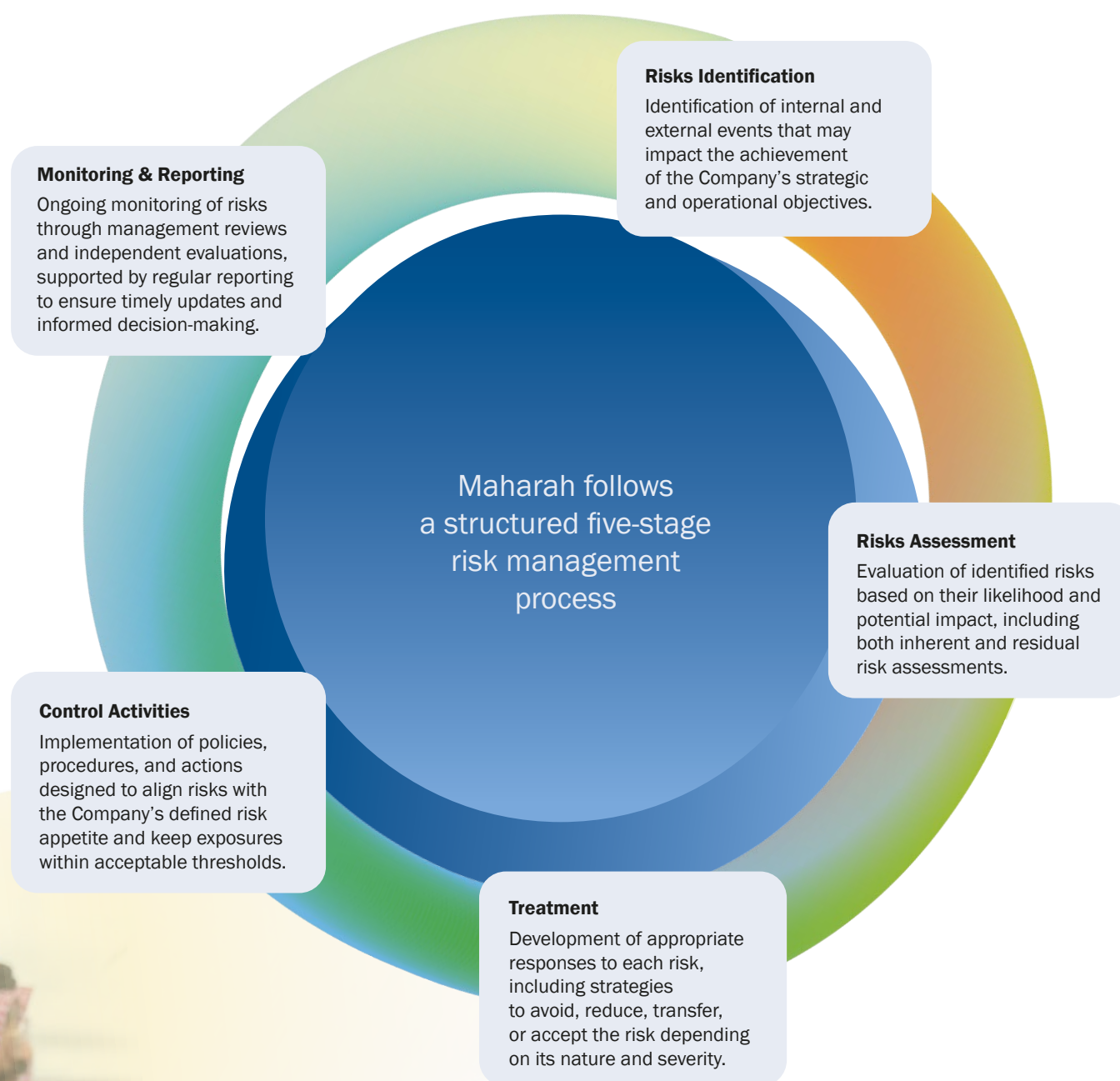
In 2024, we formalized our Enterprise Risk Management (ERM) Framework, aligning it with global standards including ISO 31000 and COSO. This ensures we operate a consistent, company-wide approach to identifying, assessing, and addressing risks across all functions and subsidiaries.

The ERM Framework integrates risk management directly into Maharah's strategic planning and operational processes. Risk oversight is embedded into performance management and decision-making, with a strong focus on aligning risk practices with the Company's business objectives.

A central risk register and clearly defined risk categories support consistent monitoring and escalation.

For further information on the organization and oversight structure see [Sustainability Strategy and Approach](#)

RISK MANAGEMENT PROCESS



This approach ensures timely, informed responses to evolving risks and opportunities. A dedicated risk-tolerance framework defines acceptable levels of risk, while operational and key risk indicators enable early detection and action.



STRENGTHENING CONTROLS AND OVERSIGHT

In 2024, we also focused on identifying fraud and misconduct risks, including unauthorized data access, fictitious transactions, and conflicts of interest. These insights led to enhanced controls and clearer role definitions across the Company. Risk reporting to the Board of Directors and Audit Committee has been reinforced to ensure timely, accurate insights into key exposures.



FOSTERING A RISK-AWARE CULTURE

To support a more proactive risk culture, Maharah is promoting awareness and accountability across the organization. Training programs and improved communication are helping to embed risk thinking at all levels and ensure that our people are equipped to manage challenges effectively.

SUSTAINABILITY RISKS AND FUTURE FOCUS

Initial assessments of sustainability-related risks were conducted during the year. However, further integration is planned under our ESG Strategy, which includes a roadmap for identifying and managing environmental and social risks more comprehensively.

For further information on our risk management approach and specific risk consult the [Annual Report 2024](#)



PLANET

- 90 Environmental Stewardship
- 92 Mitigating GHG Emissions
- 93 Enhancing Energy Efficiency
- 94 Sustainable Water Management
- 95 Responsible Waste Handling



ENVIRONMENTAL STEWARDSHIP

Maharah's ESG Strategy 2030 topics

- Reducing our environmental footprint: GHG emissions, waste, energy consumption



Strategic objectives by 2030

- Effective data management system for calculating carbon emissions (Scopes 1, 2, and 3), energy, and water consumption established by 2027 and maintained through 2030
- Waste management system across offices and accommodations, with infrastructure for waste separation, recycling initiatives, and employee education by 2030
- GHG emissions reduction targets aligned with SBTi and KSA Net Zero goal by 2060 or sooner, with an implementation plan established by 2028 or earlier
- 100% of employees engaged in sustainable environmental practices through training and initiatives by 2028, and maintained by 2030
- 100% of suppliers engaged in environmentally responsible practices and assessed for presence of these practices by 2030



- Ensure environmental sustainability
- Net-zero by 2060
- Reduce carbon emissions by 278 million tons annually by 2030 (Saudi Green Initiative)
- Divert 90% of waste from landfills by 2040
- Cut food waste by 50% by 2030 (National Transformation Program)

We are committed to reducing practices that harm people and the environment. Inspired by the principles of Saudi Arabia's Vision 2030, we are determined to positively contribute to efforts related to climate and environmental challenges through both immediate measures and long-term planning.

To meet this goal, Maharah has already taken several tangible steps. We have implemented smart building systems, transitioned toward paperless operations, and completed an automation project that supports energy efficiency. These actions, alongside participation in global and local sustainability initiatives

like Earth Hour form the foundation for a broader strategy to assess and eventually reduce greenhouse gas (GHG) emissions through a planned future implementation framework.

ENHANCING OUR ENVIRONMENTAL PRACTICES FOR THE FUTURE

Looking forward, the Company is evaluating how to better integrate environmental sustainability into all aspects of our operations. This includes plans to formalize a unified Environmental Policy in 2025, which will be applicable across all departments.

The dedication and engagement of our employees is crucial to driving meaningful change. The development of internal initiatives to promote environmental responsibility is a priority. Maharah intends to introduce employee awareness programs that encourage sustainable practices both within and beyond the workplace.

We are focused on reducing environmental impact, conserving energy, and promoting sustainability by upgrading technology, planning strategically, and developing forward-looking policies.

Pillars for Preserving the Environment



Using renewable power sources



Enhancing participation in green initiatives



Mitigating climate change and reducing pollution



Rationalizing the use of water and power and preserving resources



MITIGATING GHG EMISSIONS

Maharah remains committed to aligning with the Kingdom's national objectives for achieving net-zero greenhouse gas (GHG) emissions by 2060. As part of this commitment, we are working to reduce emissions across our operations by conducting internal and external assessments to better understand our environmental impact and develop targeted mitigation strategies.

While formal targets for Scope 1, 2, or 3 emissions have not yet been established, we consider this development as a high priority. We are currently laying the groundwork for a structured implementation plan to define clear emissions reduction goals and integrate more comprehensive environmental initiatives moving forward.

ENHANCING ENERGY EFFICIENCY

At Maharah, we believe that efficient power use is one of the most effective ways to minimize our environmental footprint. We are committed to reducing the Company's power consumption through awareness campaigns, educational programs, and the deployment of advanced power management systems, particularly through smart building infrastructure.

UTILIZING GREEN TECHNOLOGY

One tangible outcome of this approach has been the installation of smart building management systems across our offices and facilities, which automatically shut down lighting, air conditioning, and computers during periods of inactivity. As a result, we have achieved noticeable reductions in electricity usage in 2024, improving both energy performance and cost efficiency.

Building on this momentum, we are also gradually shifting toward green-certified accommodation by upgrading energy-intensive systems such as air conditioners and lighting.

Maharah also aspires to align its efforts with the Saudi Energy Efficiency Center's national standards, recognizing this alignment as a long-term priority. The Company is currently exploring the use of solar energy

as an alternative energy solution in the future, and the possibility of implementing it in the near future.

Lastly, we are improving our data collection mechanisms to reduce energy consumption. These combined efforts, complemented by initiatives such as participation in global events like Earth Hour, provide a critical foundation for enhancing energy efficiency across all our facilities.





SUSTAINABLE WATER MANAGEMENT

Maharah operates in a region characterized by water scarcity and recognizes the critical importance of responsible water management. We are fully aware of the significant water risks faced by our communities.

For this reason, we are committed to reducing water usage across all our facilities, including our corporate headquarters and workforce accommodation. This includes managing consumption patterns, exploring re-use and recycling opportunities wherever feasible, and

ensuring the proper and efficient handling of wastewater in compliance with national regulations.

To support these efforts, we have already taken several steps to reduce our water consumption through internal practices and procedural adjustments. Looking

ahead, we recognize the importance of formalizing our approach by developing a comprehensive policy that establishes clear principles and measurable targets for water conservation and efficiency, aligning our operations with the Kingdom's water sustainability goals.

RESPONSIBLE WASTE HANDLING

At Maharah, we consider sustainable waste management and recycling as essential to achieving our strategic ESG objectives. We are actively working to reduce waste from daily operations by encouraging the use of recycled materials and by training employees to minimize waste in the workplace.

While a formal waste management policy is still under development, practical steps have already been

taken. In early 2025, Maharah is set to begin rolling out classified waste bins to support better waste

segregation, marking an essential first step in improving waste practices across our offices.

WASTE HANDLING EFFORTS

We also ensure proper waste disposal and are exploring partnerships with suppliers to enhance recycling and reuse efforts, including those of electronic devices. Maharah is considering options to repurpose or resell outdated equipment. There are also plans to expand waste

collection points in offices to include more categories, such as plastics and other recyclables.

In parallel, Maharah has accelerated the shift toward paperless operations. We have a robust ERP system already in place and are working to introduce

electronic signatures, which will help reduce paper use and streamline internal processes. These digital initiatives are part of a broader automation project, which was completed in 2024, aligning with our commitment to reduce our environmental footprint through technology.





APPENDIX

98 Appendix 1: GRI Content Index

100 Appendix 2: GCC ESG Metrics

102 Appendix 3: SASB Disclosure Table





APPENDIX 1: GRI CONTENT INDEX

Statement of use	Maharah Human Resources Company SJSC has reported the information cited in this GRI content index for the period from 1 January, 2024, to 31 December, 2024, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure ¹	Location - Page (s)
GRI 2: General Disclosures 2021	2-1 Organizational details	5, 15
	2-2 Entities included in the organization's sustainability reporting	5
	2-3 Reporting period, frequency and contact point	5
	2-4 Restatements of information	No restatements
	2-6 Activities, value chain and other business relationships	15, 19
	2-7 Employees	43-55
	2-8 Workers who are not employees	57-61
	2-9 Governance structure and composition	33, 75
	2-10 Nomination and selection of the highest governance body	33
	2-14 Role of the highest governance body in sustainability reporting	33
	2-15 Conflicts of interest	80
	2-19 Remuneration policies	45
	2-22 Statement on sustainable development strategy	30-33
	2-23 Policy commitments	77, 80-83
	2-26 Mechanisms for seeking advice and raising concerns	81
	2-27 Compliance with laws and regulations	5
	2-28 Membership associations	The Company is not an official member of any membership associations
	2-29 Approach to stakeholder engagement	38-39
GRI 3: Material Topics 2021	3-1 Process to determine material topics	28-29
	3-2 List of material topics	29
	3-3 Management of material topics	32, 42, 48, 52, 56, 62, 64, 69, 74, 82, 90+

GRI Standard	Disclosure ¹	Location - Page (s)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	70-71
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	80
	205-3 Confirmed incidents of corruption and actions taken	0 confirmed incidents of corruption
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	44
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	55
	401-3 Parental leave	45
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	52-53
	403-5 Worker training on occupational health and safety	53, 79
	403-6 Promotion of worker health	58-61
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	50
	404-2 Programs for upgrading employee skills and transition assistance programs	48-51
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	44, 46
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no instances of discrimination during the reporting period
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	70
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no complaints or breaches of customer customer privacy during the reporting period

¹ Metrics not currently monitored or collected have been excluded from this disclosure.



APPENDIX 2: GCC ESG METRICS

Category	Metric	Data	Corresponding GRI Standard
Environment	E8. Environmental Oversight (Management)	Yes – The CEO provides strategic supervision of ESG strategy, supported by the Head of ESG and the ESG Department, which coordinate implementation across the organization. Management integrates ESG into enterprise risk management, performance monitoring, and cross-departmental alignment.	GRI 102: General Disclosures 2016
Environment	E9. Environmental Oversight (Board)	Yes – The Board holds ultimate responsibility for sustainability direction, conducts annual ESG strategy reviews, and ensures integration of ESG priorities into the Company's strategic agenda, supported by the Audit, Executive, and Nominations & Remunerations Committees.	GRI 102: General Disclosures 2016
Social	S2. Gender Pay Ratio	0.59:1 female to male	GRI 405: Diversity and Equal Opportunity 2016
Social	S3. Employee Turnover S3.1) FT S3.2) PT S3.3) Contractors	17.2% total turnover for 2024 14.6% male turnover for 2024 22.5% female turnover for 2024	GRI 401: Employment 2016
Social	S4. Gender Diversity	68% male 32% female 94% men in senior and executive positions 6% women in senior and executive positions	GRI 102 & 405: Diversity and Equal Opportunity 2016
Social	S5. Temporary Worker Ratio	No temporary workers	GRI 102: General Disclosures 2016
Social	S6. Non-Discrimination	Yes – Maharah's Equality Policy prohibits discrimination on the basis of age, gender, or belief, ensuring equal opportunities for growth and advancement. This policy is actively communicated to employees and embedded in recruitment, training, and promotion practices.	GRI 103: Management Approach 2016
Social	S7. Injury Rate	0.00 TRIR and LTIFR	GRI 403: Occupational Health and Safety 2018
Social	S8. Global Health & Safety	ISO 9001:2015 for Quality Management ISO 45001:2018 for Occupational Health and Safety Management	GRI 103: Management Approach 2016

Category	Metric	Data	Corresponding GRI Standard
Social	S9. Child & Forced Labor	Yes – Maharah's Human Rights Protection Policy explicitly prohibits child labor, forced labor, and any form of exploitation. These standards apply to all employees, workers, suppliers, and clients, with compliance monitored through systematic assessments and grievance mechanisms.	GRI 103: Management Approach 2016
Social	S10. Human Rights	Yes – Maharah's Human Rights Protection Policy safeguards the dignity and rights of all employees, workers, customers, partners, and suppliers. The policy prohibits child labor, forced labor, and discrimination, and is enforced through regular human rights impact assessments, contractual provisions, supplier and client compliance requirements, and accessible multilingual grievance mechanisms.	GRI 103: Management Approach 2016
Governance	G1. Board Diversity	100% men at this point in time	GRI 405: Diversity and Equal Opportunity 2016
Governance	G2. Board Independence	3/9 independent Board directors 33.3%	
Governance	G4. Supplier Code of Conduct	Yes – Maharah's Code of Conduct also extends in part to its suppliers, so if they want to work with Maharah, they have to adhere to its principles and guidelines.	
Governance	G5. Ethics & Prevention of Corruption	Yes – Maharah follows an Anti-Bribery and Corruption policy that outlines its commitment to integrity, transparency, and ethical conduct. 100% – All employees are required to acknowledge and certify compliance with the policy as part of onboarding and periodic training.	
Governance	G6. Data Privacy	Yes – Maharah follows a Privacy Policy aligned with the Saudi Personal Data Protection Law (PDPL) to safeguard personal and sensitive data.	
Governance	G7. Sustainability Reporting	Maharah has published its first standalone Sustainability Report, aligned with leading ESG frameworks.	
Governance	G8. Disclosure Practices	While the Company does not currently send separate ESG data to international frameworks, it does use several voluntary ones, such as GRI, SASB and this metric. The priority UN SDGs for Maharah are Number 1, 3, 4, 5, 7, 8, 10, 11, 12, 13, 16.	



APPENDIX 3: SASB DISCLOSURE TABLE

Industry: Professional & Commercial Services

Framework: SASB Standards (now under IFRS Foundation)

Disclosure Topic	Accounting Metric	SASB Code	Unit of Measure / Explanation
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for: executives, management, professionals	SV-PS-330a.1	32% women and 68% men 68% Saudi nationals 32% non-Saudi nationals 94% men in executive positions 6% women
Workforce Diversity & Engagement	Employee engagement as a percentage	SV-PS-330a.2	Employee engagement survey participation rate: 71% Employee engagement score: 84.61%
Professional Integrity	Description of policies and procedures for professional integrity	SV-PS-510a.1	Equality Policy – Prohibits discrimination on the grounds of age, gender, or belief, and ensures equal opportunities for growth. Esnad Policy – Governs the Esnad outsourcing program with a focus on client satisfaction, employee well-being, legal compliance, operational efficiency, and alignment with national workforce development goals. Includes measures for fair hiring, especially for people with disabilities. Training and Development Policy – Aligned with the Saudi Labor Law of 2024, sets out structured training, upskilling, and leadership development programs to ensure fairness, competence, and professionalism. Knowledge Transfer Policy – Encourages internal experts to share skills and experience in alignment with company values and culture. Health and Safety Policy – Reinforces leadership accountability for workplace safety and outlines systematic risk assessment procedures.

Disclosure Topic	Accounting Metric	SASB Code	Unit of Measure / Explanation
			Loan Policy – Provides fair and transparent access to financial support for employees in need. Labor Welfare Policy – Regulates workers' accommodations, living conditions, complaint handling, and welfare provisions. Accommodation Policy – Sets standards for safe, comfortable, and well-maintained worker housing, with transparent grievance processes. Employee Rights Commission Procedures – Oversees compliance with international labor standards, investigates abuse allegations, and ensures legal protections in contracts. Human Rights Protection Policy – Prohibits child labor, forced labor, and discrimination, with regular impact assessments and corrective actions as needed. Client Service Policy – Introduced in 2023, defines standards, responsibilities, and procedures for handling client interactions with transparency and accountability. Corporate Social Responsibility and Charitable Work Policy – Ensures social initiatives are conducted ethically, transparently, and in alignment with company mission and national goals.
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Maharah safeguards digital assets and personal data in line with the Saudi PDPL, focusing on preventing data loss, unauthorized access, and misuse. The Privacy Policy governs data collection, storage, use, and disposal, with role-based access controls, NDAs, and supplier compliance requirements. Cybersecurity risks are mitigated through secure IT systems, regular backups, expert collaboration, and incident response protocols (IRP in development). Privacy and cybersecurity incidents are reported via official channels, assessed for severity, and escalated as required, with regulatory notification where applicable.
Data Security	Number of data breaches, % involving customers' PII, number of customers affected	SV-PS-230a.2	0 and 0%
Workforce Health & Safety	Total recordable incident rate (TRIR)	SV-PS-320a.1	0.00
Activity Metrics	Number of employees	SV-PS-000.A	565
Activity Metrics	Number of client engagements	SV-PS-000.B	450,000+



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Resources Company

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