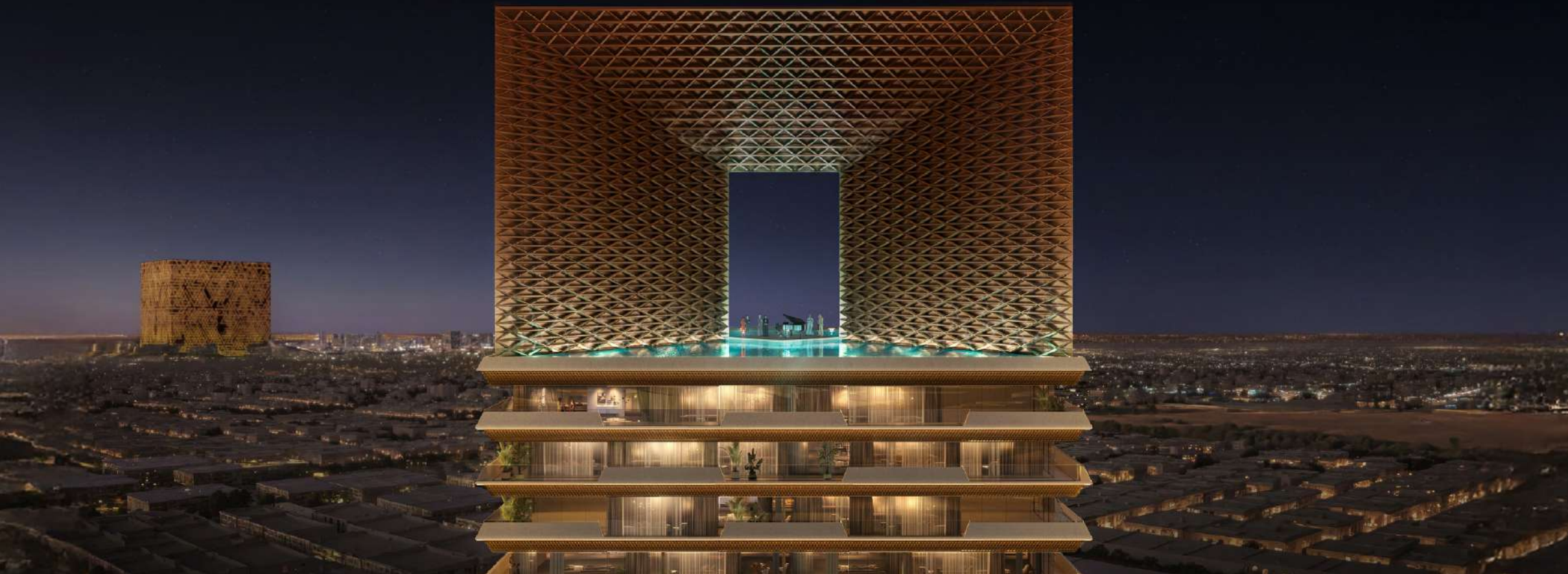


# Growing *Communities.* Enriching *Lives.*

Retal Sustainability Report 2025



# Growing *Communities*. Enriching *Lives*.



At Retal, we believe communities shape lives. The environments we develop influence how people live, connect, and interact over time.

As Saudi Arabia advances under Vision 2030, the requirements for real estate development continue to evolve. Delivery must scale while maintaining quality. Urban expansion must remain structured. Growth must align with long-term sustainability.

Retal operates through an integrated development model that combines planning, partnership, and execution to deliver residential and mixed-use communities aligned with these objectives.



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VIEW OUR:





# | About This Report





# About This Report

GRI 2-2, 2-3

This Sustainability Report presents Retal Urban Development Company's environmental, social, and governance (ESG) performance for the 2025 calendar year.

## Reporting Framework & Standards

The report has been prepared in accordance with the Global Reporting Initiative Standards, reflecting the organization's commitment to transparent, consistent, and internationally recognized sustainability reporting practices. "In accordance with the GRI Standards" means that the report has been reviewed and verified to ensure alignment with the applicable GRI disclosure requirements, reporting principles, and material topic standards.

The report also incorporates disclosures aligned with the United Nations Sustainable Development Goals (SDGs).

## Reporting Boundary and Data Coverage

The information presented covers Retal's operations and activities within the defined reporting boundary, unless otherwise stated. Performance data reflects the company's ongoing efforts to enhance transparency, strengthen ESG governance, and align operational practices with emerging sustainability requirements. Where data is unavailable or partially available, this has been clearly indicated, and Retal remains committed to expanding the scope and accuracy of its disclosures in future reporting cycles.

The report is intended for a broad stakeholder audience, including government entities, investors, partners, employees, customers, suppliers, and the communities connected to Retal's operations. It supports informed decision-making by presenting measurable, verifiable information on how Retal manages its sustainability priorities and long-term value creation.

## Reporting Period

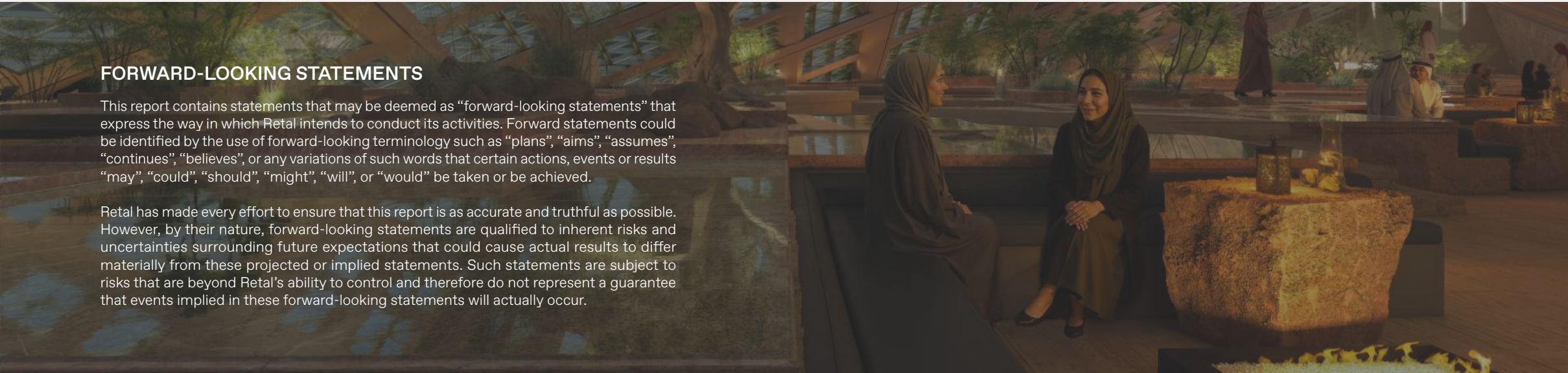
Unless otherwise specified, all data in this report reflects the period 1 January 2025 to 31 December 2025. References to "Retal", "the company", or "Retal Urban Development" refer to Retal Urban Development Company, the legal entity responsible for the activities described.

For questions, feedback, or additional information, stakeholders may contact Retal's Sustainability team at [esg@retal.com.sa](mailto:esg@retal.com.sa).

## FORWARD-LOOKING STATEMENTS

This report contains statements that may be deemed as "forward-looking statements" that express the way in which Retal intends to conduct its activities. Forward statements could be identified by the use of forward-looking terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that certain actions, events or results "may", "could", "should", "might", "will", or "would" be taken or be achieved.

Retal has made every effort to ensure that this report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Retal's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.





# Introduction

[Chairman Message](#)  
[CEO Message](#)

# Chairman's Message

GRI 2-22

Across Saudi Arabia, the way our cities are being shaped is changing rapidly. Expectations of developers are also changing — not only in the quality of what we build, but in the long-term value our developments contribute to communities, infrastructure, and quality of life.

At Retal, we believe sustainability must be approached practically. It is not separate from growth or performance. It is part of building responsibly, managing resources carefully, strengthening governance, and creating developments that remain relevant and resilient over time.

During 2025, the Company continued advancing its ESG governance, environmental monitoring, and operational oversight capabilities. Sustainability considerations are becoming more integrated into how projects are evaluated, planned, and delivered across the organisation. These efforts reflect a broader commitment to disciplined long-term development aligned with the Kingdom's ambitions under Vision 2030.

Equally important is the social role our developments play. Communities succeed when they are designed around people — supporting accessibility, wellbeing, safety, and everyday connection. This principle continues to guide how Retal approaches urban development across the Kingdom. As a Board, our responsibility is to ensure the Company remains positioned for sustainable long-term growth while maintaining the trust of shareholders, customers, employees, partners, and the communities we serve.

While there is still more progress ahead, we continue moving forward with greater operational maturity, stronger governance foundations, and a clearer understanding of the responsibility we carry as developers contributing to Saudi Arabia's future urban landscape.

On behalf of the Board, I extend my sincere appreciation to our employees, shareholders, partners, and stakeholders for their continued trust and support.



Mr. Abdullah Abdullatif Al Fozan

Chairman



# CEO Message

GRI 2-22

In 2025, Retal continued strengthening the way sustainability is integrated across the business — from project planning and design through to operational performance and delivery oversight.

As the scale and complexity of urban development continue to increase across the Kingdom, we recognise that long-term performance depends on building efficiently, managing resources responsibly, and maintaining disciplined execution across every stage of development.

During the year, we enhanced our ESG governance and monitoring capabilities, improving the consistency and reliability of environmental performance data across the organisation. Electricity, water, fuel consumption, waste streams, and refrigerants are now tracked through more structured management frameworks, supporting stronger operational visibility and decision-making.

We also continued embedding sustainability considerations earlier in the development lifecycle, with greater focus on design efficiency, operational durability, customer experience, and long-term asset performance.

Alongside these efforts, we continued investing in organisational capability, employee awareness, and operational resilience. Cybersecurity and data privacy training remain integrated into employee onboarding and ongoing operational practices, supporting a strong culture of responsible information management across the business.

2025 also reinforced the importance of adaptability and execution discipline. Rising material costs, evolving project requirements, and increasing urban complexity required teams across Retal to operate with greater coordination, efficiency, and responsiveness.

Our contribution to local economic value creation also remained strong during the year. More than 90% of suppliers were locally based, while over 98% of procurement spend was directed toward local vendors, supporting domestic capability and supply chain resilience within the Kingdom.

Health and safety performance remained a central operational priority. Retal recorded zero injuries and zero fatalities during 2025, reflecting continued focus on proactive risk prevention and strengthened HSE controls across project sites.

During the year, we also formally launched Retal's Decarbonisation Strategy, establishing defined Scope 1, Scope 2, and selected Scope 3 emissions boundaries aligned with the GHG Protocol. This represents an important step in strengthening the Company's long-term approach to emissions management and operational accountability.

As we look ahead, our focus remains clear: continuing to strengthen sustainable design integration, improve operational performance visibility, leverage digital capabilities more effectively, and build communities that create enduring value for residents, stakeholders, and the Kingdom.

I would like to thank our employees, partners, and stakeholders for their continued commitment and contribution throughout the year. The progress achieved in 2025 reflects the professionalism and collective effort of teams across the organisation.



Eng. Abdullah Faisal AlBraikan  
Chief Executive Officer



# Retail's Story

Strategy Framework  
Corporate Profile  
Our Journey

# Strategy Framework

Retal Urban Development Company is guided by a long-term vision to contribute to the Kingdom's evolving urban landscape through sustainable, people-centred development. The company's strategic direction is anchored in a commitment to innovation, responsible growth, and the creation of high-quality environments that enhance the wellbeing of communities across Saudi Arabia.



## VISION




To be Saudi Arabia's real estate champion by delivering sustainable urban communities and destinations.

## MISSION

To develop real estate products through an integrated business model that ensures superiority and sustainability of the built environment, and innovative solutions that contribute to the improvement of the real estate industry and quality of life for all.

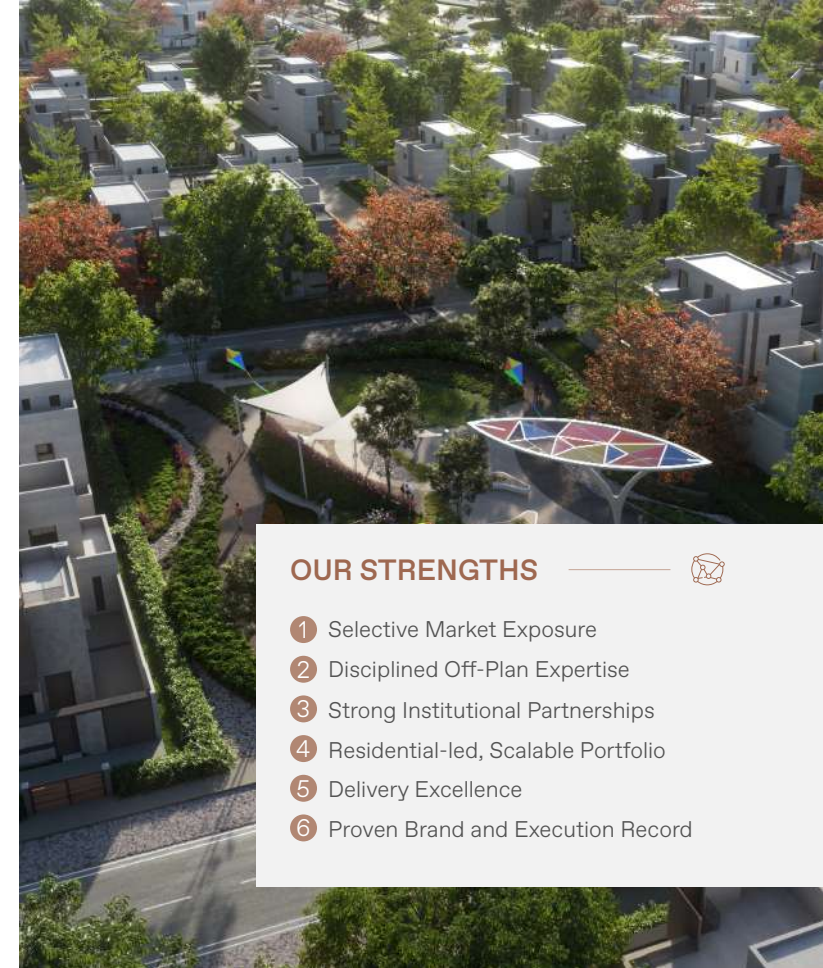
## CORE VALUES

Retal's organisational culture is grounded in the following values:

 <b>TRANSPARENCY</b>	 <b>INTEGRITY</b>	 <b>INNOVATION</b>
 <b>COLLABORATION</b>	 <b>SUSTAINABILITY</b>	

## STRATEGIC PILLARS

<b>STRATEGIC PARTNERSHIPS</b>	<b>CUSTOMER EXPERIENCE</b>
<b>DIVERSIFICATION</b>	<b>SUSTAINABILITY</b>



### OUR STRENGTHS

- Selective Market Exposure
- Disciplined Off-Plan Expertise
- Strong Institutional Partnerships
- Residential-led, Scalable Portfolio
- Delivery Excellence
- Proven Brand and Execution Record

# Corporate Profile

## AT A GLANCE GRI 2-1

Retal is a Saudi real estate developer delivering residential-led growth at scale through an integrated, partnership-driven model aligned with Vision 2030. The platform is structured to respond to sustained demand for housing while enabling participation in larger, more complex developments across the Kingdom, including residential, commercial, and mixed-use projects that support national urban transformation objectives. This positioning allows Retal to operate across both volume-driven residential delivery and higher-value, mixed-use opportunities.

Established in 2012 and listed on Tadawul in 2022, the Company has developed into a nationally active platform headquartered in Khobar, Kingdom of Saudi Arabia, with the governance, capital access, and delivery capability required to execute consistently across regions and development formats. Retal operates as part of the Al Fozan Group of Companies and continues to contribute to the delivery of high-quality, community-centred environments across multiple regions in Saudi Arabia.

Its model integrates the full development lifecycle - from planning through to delivery and post-occupancy operations - enabling a consistent approach to project execution, quality control, and long-term asset performance.



## INTEGRATED VALUE CHAIN GRI 2-6

Retal's integrated value chain connects planning, development, construction, and post-development activities into a cohesive delivery model, supported by a network of subsidiaries, affiliates, and associates that enhance capability maturity and project delivery efficiency. These include project management, contracting, construction, design, engineering, interior design, property management, and facility management services delivered through entities such as Nesaj Project Management Company, Building Construction Company (BCC), ADARA Real Estate, Tadbeir Facility Management, MIMAR Architecture and Engineering, ARAC Interior Design Consultancy, Lighting Design Partnership International (LDPI), and Saudi Tharwa.

This structure enables teams to work seamlessly across the lifecycle of each project, strengthening execution discipline, coordinated planning, quality control, and service excellence in collaboration with specialised subsidiaries and associate companies.

Retal's footprint spans Saudi Arabia's established urban centers and emerging growth destinations. With a balanced geographic mix across the Kingdom, the portfolio is led by the Central Region (65%), followed by the Eastern Region (29%) and the Western Region (6%). Pre-sales remain healthy, with approximately 69.4% sold in the Eastern Region, 61.5% sold in the Western Region and 35.2% sold in the Central Region, supporting strong visibility across 20 ongoing projects and 5 upcoming projects, including fund projects.

For more information, visit the Corporate Profile page on our website.

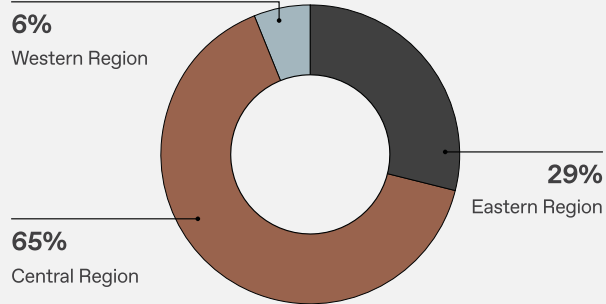




## GEOGRAPHIC FOOTPRINT

Retal's footprint spans Saudi Arabia's established urban centers and emerging growth destinations. With a balanced geographic mix across the Kingdom, the portfolio is led by the Central Region (65%), followed by the Eastern Region (29%) and the Western Region (6%). Pre-sales remain healthy, with approximately 69.4% sold in the Eastern Region, 61.5% sold in the Western Region and 35.2% sold in the Central Region, supporting strong visibility across 20 ongoing projects and 5 upcoming projects, including fund projects.

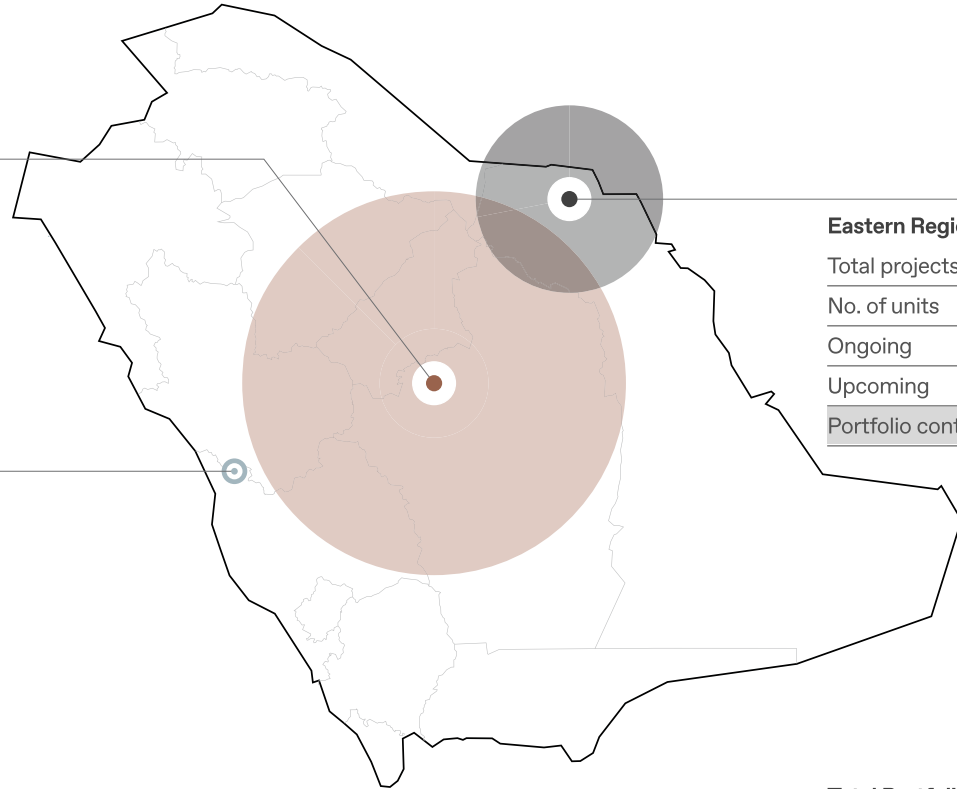
## REGION-WISE TOTAL UNITS



Central Region	
Total projects	13
No. of units	10,371
Ongoing	3,672 (35%)
Upcoming	6,699 (65%)
Portfolio contribution	65%

Western Region	
Total projects	3
No. of units	962
Ongoing	962 (100%)
Portfolio contribution	6%

Eastern Region	
Total projects	9
No. of units	4,708
Ongoing	1,064 (23%)
Upcoming	3,644 (77%)
Portfolio contribution	29%



Total Portfolio	
Total number of projects:	25 (20 under development, 5 upcoming)
Total number of units:	16,041

# Our Journey



## YEARS OF FOUNDATION (2012-2017)

Establishing the Integrated Developer Model



2012

Retal established in the Eastern region of Saudi Arabia



RETAL

2013

Launched the Ewan brand, delivering premium residential living through refined, functional design and elegant simplicity



2014

Established Tadbeir Co., specializing in facility management services to enhance asset upkeep, operational reliability, and service quality



Established Adara Co., specializing in property management and real estate services to strengthen asset performance and operational efficiency

2017

Strategically acquired Building Construction Co. (BCC), strengthening in-house construction capabilities

Strategically acquired Nesaj Co., enhancing project management expertise



## GROWTH AND VERTICAL INTEGRATION (2018-2021)

Strategic Integration and Vision 2030 Alignment



2018

Formed a strategic partnership with the National Housing Company (NHC)

Launched the Nesaj brand, focused on essential residential developments rooted in culture and sustainability



2019

Established Mimar Emirates Engineering Consultants through a joint venture with Mimar, strengthening in-house technical and engineering capabilities

Recognized by MoMRAH as Best Real Estate Developer in Saudi Arabia for the first time

2020

Invested in Saudi Tharwa Co. to strengthen land and infrastructure development capabilities



Launched the Ayala brand, offering luxury residential developments defined by architectural excellence and premium finishes



2021

Selected by ROSHN (PIF) as the first private-sector developer to deliver new communities

Partnered with Alpha Capital to launch a SAR 500 million fund for the Marasi Al Khobar destination

Established Remal Al Khobar Co., a specialized joint venture focused on high-end mixed-use destinations, including Retal Rise and Nobu

Secured an agreement with Nobu Worldwide to develop the Nobu Al Khobar Hotel, marking entry into luxury hospitality



## IPO AND INSTITUTIONAL MATURITY (2022–2025)

Capital Markets Access and Mega-project Integration



2022

Established Noorkom Design Co. through a joint venture with LDPI to strengthen lighting engineering capabilities

Successfully listed on Tadawul, marking the transition to a publicly traded company

Awarded Largest Residential Project by MoMRAH

2023

Strengthened presence in the Central Region through the establishment of a Riyadh Regional Office and Sales Center

Entered into an agreement with Saudi Arabia Railways (SAR) to develop the Masal commercial and entertainment hub in Al-Ahsa

Signed a landmark agreement with Marriott International and formed a strategic alliance to develop The Ritz Carlton Al Khobar, a branded waterfront destination

Partnered with BLOMINVEST to launch a strategic investment vehicle across Riyadh and the Eastern Province

2024

Strengthened presence in the Western Region through the launch of a Jeddah Regional Office and Sales Center

Launched 11 major projects at Cityscape, valued at SAR 14 billion

Launched the SAR 2 billion Terra Riyadh Fund to strategically diversify real estate portfolio in partnership with BLOMINVEST

Advanced plans for a SAR 2 billion mixed use real estate fund to strengthen our Central Region growth strategy through a strategic agreement with Albilad Capital

Announced the SAR 2.7 billion Ewan Khozam residential project, supporting mid market housing demand in Riyadh, in partnership with NHC

Retal's subsidiary, BCC, secured a landmark SAR 2.9 billion contract with ROSHN to design and build 1,962 residential units in the Al Danah community in Dhahran

2025

Secured a SAR 5.2 billion contract with NHC to develop 4,839 residential units in Al Fursan, Riyadh — the largest private developer award to date

Signed a SAR 972 million contract with JABEEN to deliver 901 villas in Jubail, expanding into specialized industrial housing

Advanced institutional partnerships, including a fund-backed residential tower near the Holy Mosque in Makkah through an MoU with Watheeq Capital

BCC secured a SAR 461.9 million design-and-build contract with ROSHN for six multi-family buildings within Riyadh's SEDRA community

Reinforced market leadership at Cityscape Global, unveiling an SAR 11.5 billion project pipeline



# | Sustainability Highlights



# Environmental



## CLIMATE CHANGE

**8,449 tCO<sub>2</sub>e**

Scope 1 emissions (stationary fuel, mobile fuel, refrigerants)

**525.58 kgCO<sub>2</sub>eq/m<sup>2</sup>**

Scope 3 emissions (Category 1: Purchased Goods and Services)

**9,902.57 tCO<sub>2</sub>e**

Scope 3 emissions (Category 5: Waste Generated)

**188.458 tCO<sub>2</sub>e**

Scope 3 emissions (Category 3: Fuel and Energy-Related Activities)

**2,029 tCO<sub>2</sub>e**

Scope 2 emissions (purchased electricity – HQ, sales offices, and 2 projects)

**69.40 tCO<sub>2</sub>e**

Scope 3 emissions (Category 6: Business Travel)

Developed Decarbonisation Strategy

Carbon Management Policy operationalised



## WATER STEWARDSHIP

**31,064.6 m<sup>3</sup> ↑ 17.6% vs. 2024**

Total water consumption (NWC supply and tanker sources)



## WASTE & CIRCULARITY

**47,738 kg ↓ 39% vs. 2024**

Operational waste generated across the Retal facilities

Construction Waste Management Plans implemented

# Social



## HUMAN CAPITAL MANAGEMENT

**64% ↓ 3% vs. 2024**

Saudisation

**34% ↑ 2% vs. 2024**

Women in Workforce



## SUPPLY CHAIN RESPONSIBILITY

**93.1% ↑ 3.1% vs. 2024**

Of total supplier spending directed to local suppliers



## HEALTH, SAFETY & WORKFORCE

**Zero**

Injuries and fatalities recorded in 4 consecutive years



## CUSTOMER & COMMUNITY

**100% ↑ 4.2% vs. 2024**

Customer resolution rate

**+220 hrs**

Employee volunteering

**+355K**

beneficiaries reached through social impact programs (last 5 years)

**7**

Strategic Partnership

# Governance



## DIGITAL GOVERNANCE & DATA INTEGRITY

**ISO 27001**

Certified for information security

**Zero**

Data breaches recorded



## CSR & COMMUNITY INVESTMENT

**Approximately SAR 2.4 million**

CSR Donations (2025)

**+3 Mn**

Expenditure on CSR

**42**

CSR initiatives (last 5 years)



# Sustainability by Design

Stakeholder Engagement  
Materiality Assessment  
Sustainability Framework



Sustainability is woven into Retal's long-term strategy and daily operations.

This chapter describes the company's approach to engaging stakeholders, summarises the results of its updated materiality assessment, and presents Retal's Sustainability Strategy, which sets out how environmental, social, and governance priorities are embedded throughout the organisation. Collectively, these components provide a structured framework for identifying the company's most significant impacts and supporting responsible decision-making across the entire value chain.









# Stakeholder Engagement

GRI 2-27, 2-29

Retal is committed to maintaining transparent, consistent, and meaningful engagement with its stakeholders. Retal has identified and prioritised groups that are significantly affected by its activities or that can influence the achievement of its strategic objectives. Through its Corporate Communication Policy, Retal ensures structured dialogue, feedback integration, and continuous improvement across its operations and sustainability initiatives.

◆	◆	◆	◆
STAKEHOLDERS	DEFINITION	EXPECTATIONS	ENGAGEMENT METHODS
 <p><b>SHAREHOLDERS</b></p>	<p>Individuals and institutional investors with ownership interest in the company and a vested interest in long-term value creation, governance, and transparency.</p>	<ul style="list-style-type: none"> <li>» Expectations</li> <li>» Sustainable long-term value creation</li> <li>» Strong corporate governance and risk management</li> <li>» Transparent and timely disclosure</li> <li>» Strategic growth and market resilience</li> </ul>	<ul style="list-style-type: none"> <li>» Annual General Meetings</li> <li>» Investor Relations presentations</li> <li>» In-person communication</li> <li>» Surveys and interviews</li> <li>» Periodic reports (Sustainability, Annual, Financial)</li> <li>» Retal website</li> </ul> <p>Quarterly and annually, with ongoing disclosures as required.</p>
 <p><b>BOARD OF DIRECTORS</b></p>	<p>Governing body responsible for oversight, strategic direction, and corporate governance.</p>	<ul style="list-style-type: none"> <li>» Robust governance and oversight</li> <li>» Risk management effectiveness</li> <li>» Strategic performance monitoring</li> <li>» Transparent reporting</li> </ul>	<ul style="list-style-type: none"> <li>» Board meetings</li> <li>» Internal and external reports (Sustainability, Annual, Financial)</li> </ul> <p>Quarterly and as required.</p>
 <p><b>SUBSIDIARIES</b></p>	<p>Entities under Retal's control or strategic joint ventures contributing to business operations.</p>	<ul style="list-style-type: none"> <li>» Strategic alignment</li> <li>» Effective governance and reporting</li> <li>» Operational coordination</li> <li>» Shared value creation</li> </ul>	<ul style="list-style-type: none"> <li>» Internal communications</li> <li>» Emails and meetings</li> <li>» Surveys and interviews</li> </ul> <p>Continuous and periodic reviews.</p>



STAKEHOLDERS	DEFINITION	EXPECTATIONS	ENGAGEMENT METHODS	ENGAGEMENT FREQUENCY
 <p><b>CUSTOMERS</b></p>	<p>Homebuyers and clients who purchase or interact with Retal’s residential and commercial offerings.</p>	<ul style="list-style-type: none"> <li>» High-quality residential solutions</li> <li>» Personalised and seamless customer experience</li> <li>» Responsive customer service</li> <li>» Sustainable and innovative developments</li> </ul>	<ul style="list-style-type: none"> <li>» Emails and direct communication</li> <li>» Conferences and exhibitions</li> <li>» Customer surveys</li> <li>» Retal website</li> </ul>	<p>Continuous through customer journey; surveys conducted periodically.</p>
 <p><b>PARTNERS</b></p>	<p>Financial institutions, developers, and public and private sector entities collaborating with Retal on projects, financing, and innovation.</p>	<ul style="list-style-type: none"> <li>» Effective collaboration and project delivery</li> <li>» Innovation in financing and Risk sharing and operational efficiency</li> <li>» Alignment with national development goals</li> </ul>	<ul style="list-style-type: none"> <li>» Emails and meetings</li> <li>» Joint venture coordination</li> <li>» Surveys and interviews</li> </ul>	<p>Regular and project-based.</p>
 <p><b>COMMUNITIES</b></p>	<p>Residents, beneficiaries, and local stakeholders in areas where Retal develops or operates projects.</p>	<ul style="list-style-type: none"> <li>» Positive social and economic impact</li> <li>» Access to quality and affordable housing</li> <li>» Sustainable urban development</li> <li>» Community investment and social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>» Community initiatives and partnerships</li> <li>» Development programs</li> <li>» Events and competitions</li> <li>» Ongoing dialogue through projects</li> </ul>	<p>Ongoing and project lifecycle-based.</p>
 <p><b>EMPLOYEES</b></p>	<p>Retal’s workforce, including full-time employees and internal talent contributing to operations and growth.</p>	<ul style="list-style-type: none"> <li>» Professional development and training</li> <li>» Fair and supportive work environment</li> <li>» Employee wellbeing and protection</li> <li>» Career growth opportunities</li> </ul>	<ul style="list-style-type: none"> <li>» Employee portal</li> <li>» In-person and virtual meetings</li> <li>» Calls and emails</li> <li>» Employee surveys</li> </ul>	<p>Continuous, with formal surveys conducted periodically.</p>
 <p><b>GOVERNMENT</b></p>	<p>National and local authorities responsible for regulation, urban planning, and national development initiatives.</p>	<ul style="list-style-type: none"> <li>» Compliance with regulations</li> <li>» Contribution to Vision 2030 objectives</li> <li>» Support for housing and infrastructure development</li> <li>» Transparent collaboration</li> </ul>	<ul style="list-style-type: none"> <li>» Direct communication</li> <li>» Exhibitions</li> <li>» Community partnership collaboration</li> </ul>	<p>Ongoing and project-driven.</p>
 <p><b>SUPPLIERS / SERVICE PROVIDERS</b></p>	<p>Vendors, contractors, and service providers supporting Retal’s operations and project delivery.</p>	<ul style="list-style-type: none"> <li>» Fair procurement practices</li> <li>» Long-term business relationships</li> <li>» Clear requirements and timely communication</li> <li>» Responsible and ethical supply chain</li> </ul>	<ul style="list-style-type: none"> <li>» In-person or virtual meetings</li> <li>» Feedback surveys</li> </ul>	<p>Regular and contract-based.</p>

# Materiality Assessment

## METHODOLOGY AND UPDATES GRI 3-1

Retal first conducted a materiality assessment in 2023, identifying the ESG topics most relevant to its operations, stakeholders, and value chain. In 2025, this assessment was refreshed to ensure continued alignment with evolving stakeholder expectations, sector developments, and Retal's maturing sustainability approach. The refresh followed an impact-based methodology consistent with the GRI Standards.

As part of the 2025 refresh, the organisation refined its topic structure.

Two topics: Reporting and Disclosure and Stakeholder Engagement, were removed from the final list, as they are considered cross-cutting governance themes. In addition, Business Continuity and Risk Management were combined into 'Risk Management and Business Resilience' to better reflect how these issues are managed within the organisation.

Compared to 2023, the 2025 assessment shows a clear shift toward governance, risk, and environmental priorities. Governance, Ethics and Integrity and Risk Management emerged as the most prominent topics, alongside an increased emphasis on Health, Safety and Wellbeing. Environmental topics also gained importance, particularly managing energy and emissions and climate risk, reflecting growing attention to climate-related impacts and regulatory expectations. While social topics like human rights, learning and development, and diversity and inclusion continue to be central to Retal's values, they are less prominent due to KPI targets being nearly reached in these areas, therefore the organisation has reprioritised other areas of focus in order to ensure Retal sustainability approach matures.

These updates ensure that the final set of material topics continues to reflect Retal's most significant economic, environmental, and social impacts, forming the foundation of the disclosures presented in this report.





## 2025 MATERIALITY PROCESS GRI 3-1

The refreshed assessment followed four steps:

- 01 Impact Identification and Refinement**

Retal developed a consolidated list of potential material impacts by reviewing the GRI Standards, sector-specific practices, peer disclosures, as well as national and international sustainability priorities.
- 02 Impact-based Assessment**

Impacts were grouped into topics and overlapping topics were merged, and non-material issues were removed to ensure clarity and relevance. The shortlisted topics were evaluated for impact magnitude, likelihood, scale, scope, and the ability to remediate.
- 03 Stakeholder Input and Prioritisation**

An online survey was distributed to internal and external stakeholders to gather their perspective on the significance of each topic. Stakeholders assessed topics based on actual and potential impacts across Retal's value chain. This input formed the basis for prioritising topics according to impact, significance and stakeholder expectations.
- 04 Validation**

The final set of material topics was validated with senior management to confirm alignment with Retal's operating context and stakeholder priorities.



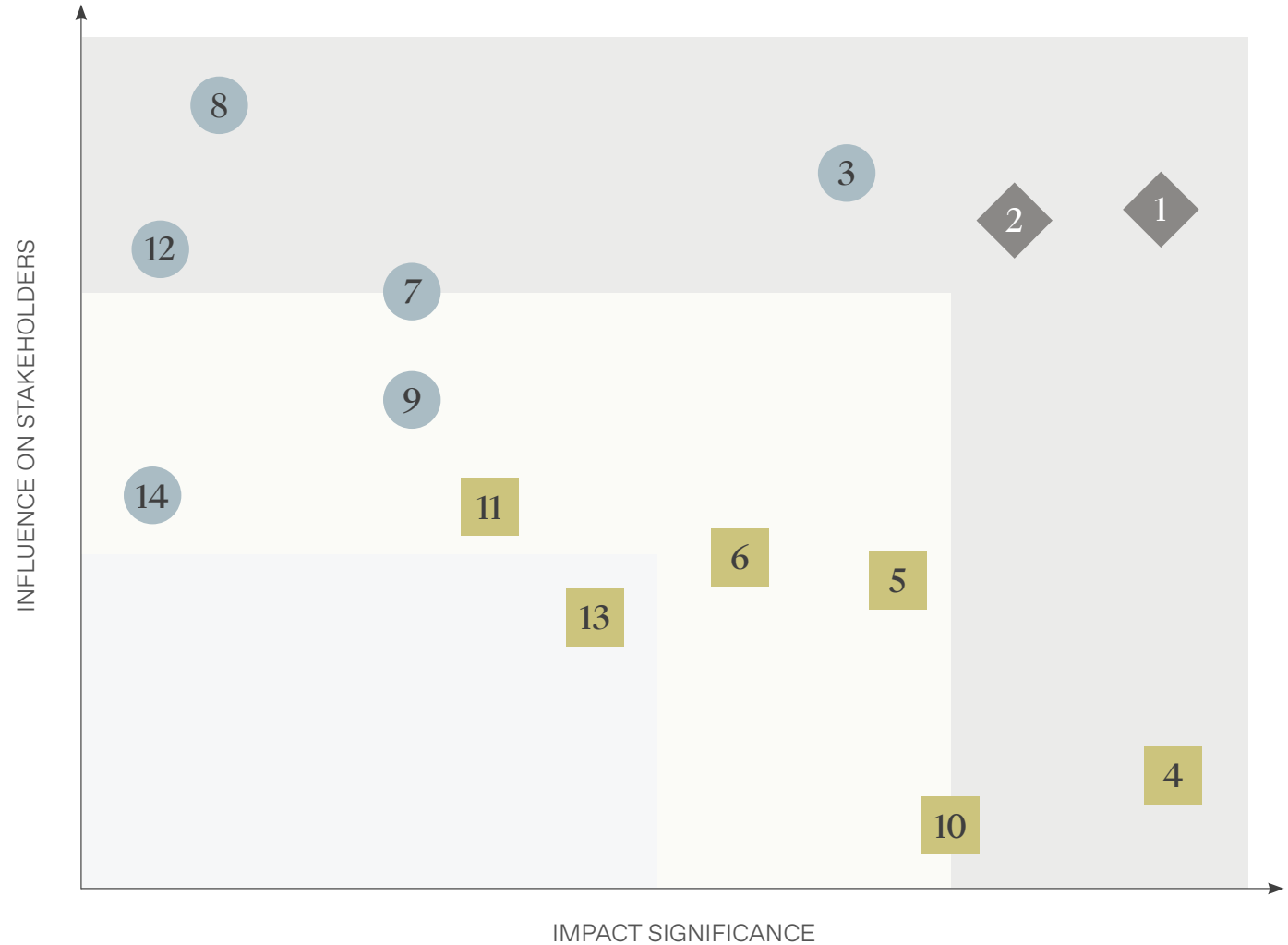


## MATERIALITY RESULTS GRI 3-2

Legend:

<b>Environmental</b> ■		
✦ Investing in Sustainable Buildings		5
✦ Managing Climate Risk		10
✦ Managing Energy and Greenhouse Gas (GHG) Emissions		4
✦ Sustainable Materials		13
✦ Waste Management		6
✦ Water Management		11
<b>Social</b> ●		
✦ Talent Attraction and Retention		7
✦ Employee Learning and Development		9
✦ Saudisation		12
✦ Diversity and Inclusion		14
✦ Health, Safety and Wellbeing		3
✦ Human Rights Across our Internal Operations		8
<b>Governance</b> ◆		
✦ Governance, Ethics and Integrity		1
✦ Risk Management and Business Resilience		2

## MATERIALITY ASSESSMENT MATRIX





# Sustainability Framework

GRI 2-23, 2-24



Retal's Sustainability Framework establishes the structure through which the company manages its most significant environmental, social, and governance impacts.

The framework is organised around three pillars, which guide how sustainability considerations are integrated into planning, operations, and decision-making across the organisation.



## OUR THREE PILLARS



### *Environmental*

Focused on managing the environmental impacts of real estate and construction operations, including sustainable building practices, resource efficiency, energy performance, emissions reductions, and material selection.



### *Social*

Centred on people and communities, covering workforce development, health and safety, diversity and inclusion, human rights, Saudisation, and community engagement. This pillar reflects Retal's role as an employer, developer, and community partner.



### *Governance*

Anchored in transparency, ethical conduct, risk management, and compliance. This pillar includes digital governance, supply chain oversight, adherence to regulatory standards, and the governance mechanisms through which ESG responsibilities are embedded across the organisation.

## SUSTAINABILITY STRATEGY

Retal's Sustainability Strategy is built on the three-pillar framework and defines the company's direction for managing its ESG priorities. It tackles the material topics most relevant to Retal's business, stakeholders, and value chain, and sets out the commitments and expectations that guide sustainability integration across the organisation.

The strategy includes a structured set of Key Performance Indicators (KPIs) and time-bound targets for each material topic. These KPIs and targets form the performance backbone of the strategy.

Retal will undertake a formal strategy review in 2026 to reassess priorities, performance trajectories, and alignment with market, regulatory, and operational developments, ensuring the strategy remains relevant and responsive.



## ALIGNMENT WITH NATIONAL AND GLOBAL FRAMEWORKS

The strategy aligns with Saudi Vision 2030, the ESG Disclosure Guidelines for the Saudi Exchange, and international frameworks, including the United Nations Sustainable Development Goals (SDGs). This alignment ensures that Retal's sustainability approach supports national economic diversification objectives and responds to emerging governance and disclosure expectations for publicly listed companies.

## GOVERNANCE AND ACCOUNTABILITY STRUCTURE

The strategy is overseen through a defined governance model: an ESG Committee, composed of top-level management representatives, provides strategic direction and oversight on Retal's ESG performance; an ESG Taskforce coordinates implementation, data collection, and reporting; and department-level representatives embed ESG responsibilities within day-to-day operations. This distribution of roles supports accountability, consistent execution, and integration of sustainability into decision-making across the organisation and its subsidiaries.

## INTEGRATION INTO OPERATIONS AND VALUE CHAIN

The framework and strategy apply across Retal's integrated real-estate value chain, covering planning and design, construction, project management, property management, and facility operations. Delivery is enabled through specialist subsidiaries, affiliates, and associates that support standardisation, quality assurance, and lifecycle performance, enabling sustainability requirements to be applied consistently from concept to operations.



# Curated Environments

Investing In Sustainable Buildings  
Managing Energy & Greenhouse Gas (GHG) Emissions  
Sustainable Materials  
Waste Management  
Water Management



## OUR ENVIRONMENTAL COMMITMENT

Retail is committed to protecting the environment by managing its impacts with discipline and transparency. In 2025, our environmental reporting prioritised clear, data-led disclosure grounded in established policies and governance controls. We focused on actions that conserve resources, minimise emissions and waste, and uphold regulatory requirements, while setting practical steps to further strengthen efficiency and resilience across our projects and facilities.

## MATERIAL TOPICS

- ◆ Investing in Sustainable Buildings
- ◆ Managing Energy and Greenhouse Gas (GHG) Emissions
- ◆ Sustainable Materials
- ◆ Waste Management
- ◆ Water Management

## UN SDGs



# Investing In Sustainable Buildings

GRI 3-3

As a long-term developer and asset manager, Retal integrates sustainability considerations at concept, design, procurement, construction, and operations to reduce environmental impacts, improve long-term performance, and enhance the resilience and liveability of the communities it delivers. In practice, this commitment is operationalised through green building strategies and alignment with internationally recognised systems such as LEED and Saudi Arabia's Mostadam rating framework, which inform measurable improvements in energy efficiency, water management, material selection, and occupant wellbeing.

## LEED & MOSTADAM ALIGNMENT

Retal integrates LEED and Mostadam requirements directly into project design specifications, enabling the systematic adoption of energy-efficient building systems, water optimisation measures, and responsibly sourced materials. These frameworks inform technical parameters, including building orientation, facade and envelope performance, indoor environmental quality, and site planning, supporting asset performance while aligning developments with recognised national and international sustainability standards.



Mostadam provides a Saudi-specific rating pathway aligned with Saudi Vision 2030 priorities, including water conservation, energy efficiency, and improved environmental performance. Application of these standards, together with the decarbonisation framework, strengthens project resilience to local climatic conditions and regulatory expectations while contributing to national climate and sustainability objectives.



In 2025, Retal launched its Decarbonisation Strategy to establish a framework for managing emissions across its developments and operations. The strategy outlines pathways to improve energy efficiency, transition to lower global warming potential refrigerants and fire suppression systems, and reduce embodied carbon through more sustainable material specifications and supplier engagement as future projects progress through design and procurement stages.



### Low-Carbon Design & Procurement

Retal intends to embed performance-based design, BIM-enabled optimisation, and standardised low-carbon specifications (e.g., EPD-backed products, recycled-content steel, low-clinker cements) to reduce embodied carbon at tender and submittal stages. This approach is reinforced by Retal's Sustainable Procurement Policy, which prioritises Environmental Product Declarations (EPDs), lifecycle analysis (LCA), low-VOC materials, and local sourcing.

### Operational Efficiency

Operational efficiency is being addressed at the building design stage through the planned integration of sub-metering systems and right-sized mechanical equipment to safeguard post-handover energy performance. In 2025, Retal recorded total electricity consumption of 2,914,192.36 kWh and total water consumption of 31,064.6 m<sup>3</sup>, covering water supplied by the National Water Company (13,266.6 m<sup>3</sup>) and tanker sources (17,798.0 m<sup>3</sup>). These figures relate to Retal's owned and operated corporate offices and sales center under its organisational boundary. Monitoring is conducted through monthly KPIs, quarterly audits, and annual sustainability reporting in line with the Environmental Management Policy.



2,914,192.36 kWh

Total Electricity Consumption



13,266.6 m<sup>3</sup>

Water supplied by the National Water Company



17,798.0 m<sup>3</sup>

Tanker Sources



31,064.6 m<sup>3</sup>

Total Water Consumption

### TARGET

40% of Retal's buildings to be sustainable by 2030

### PERFORMANCE

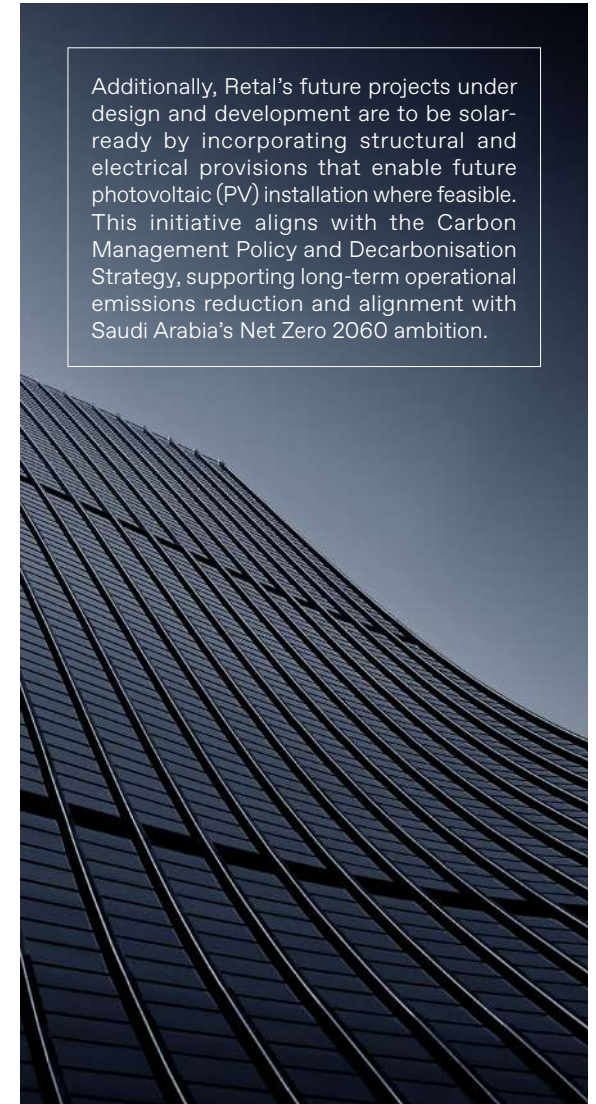
8.77% of Retal's projects are sustainable buildings

05 Number of projects under development that are pursuing sustainability certifications.

57 Number of projects in the portfolio as of 2025

Project Name	Development Type	Target Certification	Target
RBC, Khobar	Office and Retail	LEED V4 BD+C Core & Shell	Gold
Terra Riyadh	Office and Retail	LEED V4 BD+C Core & Shell	Gold
RBC, Massar	Office and Retail	LEED V4 BD+C Core & Shell	Gold
	Residential Assets	Mostadam Residential	Green
ROSHN Al Danah	Office and Retail	LEED V4 BD+C Core & Shell	Gold
	Residential Assets	Mostadam Residential	Green
RETAL Heights	Hotel and Residential Tower	LEED V4 BD+C Core & Shell	Gold

Additionally, Retal's future projects under design and development are to be solar-ready by incorporating structural and electrical provisions that enable future photovoltaic (PV) installation where feasible. This initiative aligns with the Carbon Management Policy and Decarbonisation Strategy, supporting long-term operational emissions reduction and alignment with Saudi Arabia's Net Zero 2060 ambition.





# Managing Energy and Greenhouse Gas (GHG) Emissions

GRI 3-3

Retal monitors and manages energy consumption and greenhouse gas emissions across its portfolio, aiming to implement energy efficiency measures and emissions reduction initiatives to improve environmental performance and support the transition to a lower-carbon economy. Improving energy efficiency and reducing emissions supports long-term operational performance, reduces exposure to energy-cost volatility, and aligns the company with national climate ambitions, including the Kingdom of Saudi Arabia's commitment to net-zero emissions by 2060.

Retal's emissions profile includes direct fuel use, refrigerant-based fugitive emissions, and purchased electricity, as well as selected value-chain emissions where reliable data is available and emissions are considered material.

## Decarbonisation Strategy

This year, Retal developed a Decarbonisation Strategy, outlining a structured emissions-reduction roadmap. The strategy defines clear reduction pathways across Scopes 1 and 2 (63% reduction by 2035 from 2024 baseline) and embodied carbon under Scope 3 Category 1 (≥40% reduction by 2035 over benchmark). It integrates governance oversight, portfolio-level performance monitoring, emissions-intensity tracking (tCO<sub>2</sub>e per m<sup>2</sup>), and value-chain engagement as core levers for long-term carbon management.

## Carbon Management

Energy and emissions management is governed through Retal's Carbon Management Policy that was finalised in 2025, which mandates GHG Protocol-aligned accounting, Board-level oversight through the ESG Committee, annual disclosure of emissions, and ongoing performance monitoring. The organisational and operational boundaries are defined in alignment with the GHG Protocol Corporate Standard using the operational control approach, while the Policy governs the process, oversight, and continuous improvement requirements rather than establishing the boundary itself.

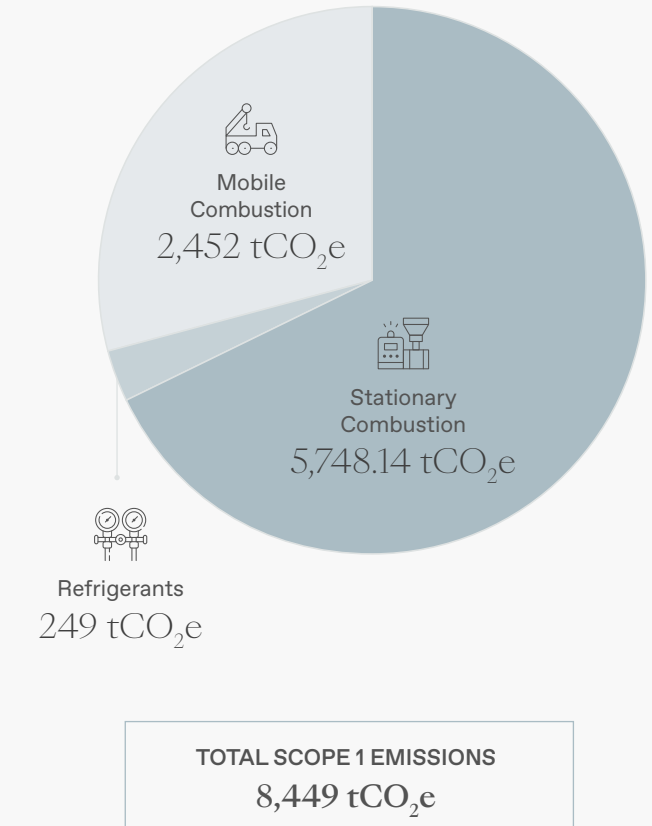


## SCOPE 1 – DIRECT EMISSIONS GRI 305-1

Scope 1 covers emissions from sources owned or controlled by Retal, including stationary diesel generators at projects and offices, mobile fuel combustion from construction equipment and vehicles, and fugitive refrigerant emissions (R410A). Activity data (fuel consumption in litres and refrigerant quantities in kilograms) are converted to tCO<sub>2</sub>e using UK DESNZ emission factors and GWP<sub>100</sub> values under the GHG Protocol. The increase reflects expanded boundary coverage, particularly improved inclusion of mobile combustion sources, and continued generator reliance during construction phases. Fire suppression emissions recorded in 2024 were not present in 2025.



### 2025 EMISSIONS



A detailed emissions details can be found in the Appendix B: GHG Emissions Methodology.



## SCOPE 2 — INDIRECT EMISSIONS GRI 305-2

Scope 2 includes indirect emissions from purchased electricity consumed at facilities under Retal’s operational control and is reported using the location-based method in accordance with the GHG Protocol Corporate Standard. Electricity consumption data (kWh) were converted to tCO<sub>2</sub>e using the Saudi Electricity Company (SEC) national grid emission factor applicable to each reporting year. The increase reflects higher consumption and expanded operational boundary coverage. No market-based instruments, such as renewable energy certificates (RECs) or green tariffs, were applied in either reporting year.



### 2025 EMISSIONS



Scope 2 Emissions (location-based, HQ and sales offices)  
1,515.38 tCO<sub>2</sub>e

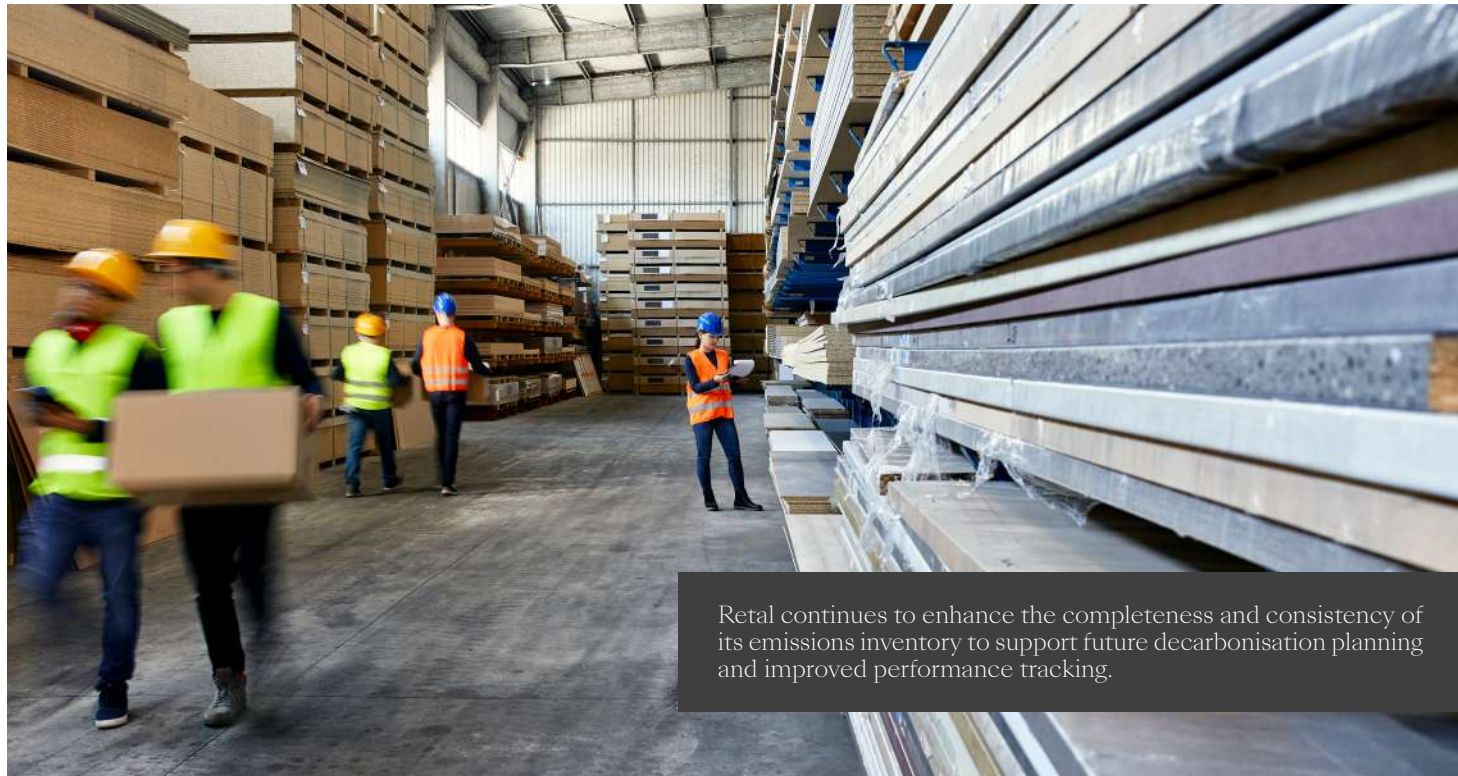


Scope 2 Emissions (location-based, Dhahran Labour Camp and Ayala Al Mohammadiyah)  
513.26 tCO<sub>2</sub>e

A detailed emissions details can be found in the Appendix B: GHG Emissions Methodology.

## SCOPE 3 – OTHER INDIRECT EMISSIONS GRI 305-3

Scope 3 reporting includes Category 1 (Purchased Goods and Services – embodied carbon associated with key construction materials) and Category 5 (Waste Generated in Operations). Category 1 emissions are assessed using Bills of Materials (BOMs) and life-cycle assessment (LCA) modelling conducted through the One Click LCA tool to quantify material volumes and estimate embodied carbon. Where supplier-specific Environmental Product Declarations (EPDs) or verified product data are unavailable, embedded country-average emission factors within the LCA platform are applied. Category 5 emissions are calculated by converting waste quantities (kg/tonnes) into tCO<sub>2</sub>e using emission factors published by the UK Department for Energy Security and Net Zero (DESNZ), in line with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Compared to 2024, the 2025 assessment reflects expanded boundary coverage and improved data maturity, including broader inclusion of construction waste and a larger project sample for embodied carbon analysis. Year-on-year changes therefore primarily reflect enhanced completeness and transparency of reporting rather than a direct operational increase.



Retail continues to enhance the completeness and consistency of its emissions inventory to support future decarbonisation planning and improved performance tracking.

### 2025 EMISSIONS



Category 5: Waste Generation:  
Construction Waste:  
9,877.72 tCO<sub>2</sub>eq



Office Waste:  
24.85 tCO<sub>2</sub>eq



Category 1: Purchased Goods and Services  
525.58 kgCO<sub>2</sub>eq/m<sup>2</sup>



Category 7: Employee Commuting  
311.83 tCO<sub>2</sub>eq



Category 3: Fuel and Energy-Related Activities  
188.458 tCO<sub>2</sub>eq



Category 6: Business Travel  
69.40 tCO<sub>2</sub>eq

A detailed emissions details can be found in the Appendix B: GHG Emissions Methodology.

# Sustainable Materials

GRI 3-3

Retal promotes circular resource management practices across its operations by prioritizing the reuse of furniture, fit-out materials, display elements, and decorative components utilized during marketing activations, exhibitions, sales galleries, and booth events. Through coordination with ARAC, Retal's interior design and fit-out subsidiary, materials and furniture items are assessed after each event for potential refurbishment, repurposing, and reintegration into future projects wherever technically and aesthetically feasible. This approach supports waste reduction, minimizes unnecessary material consumption, extends asset life cycles, and contributes to improving overall resource efficiency across Retal developments and corporate activities. Reusable items may include modular partitions, counters, seating, lighting fixtures, display units, wood panels, branding structures, and decorative elements, which are adapted and incorporated in new projects.



## Sustainable Materials Governance

Sustainable materials governance is anchored in Retal's Sustainable Procurement Policy; Carbon Management Policy; and Environmental Management Policy, which collectively define expectations for responsible sourcing, supplier compliance, lifecycle evaluation, and low-impact material selection across all developments. These policies require suppliers to provide Environmental Product Declarations (EPDs) where applicable, adhere to environmental stewardship principles, and align with relevant standards such as ISO 14001, Mostadam, and LEED criteria.

## Enhanced Sustainable Materials Controls

Retal is strengthening sustainable materials management through tighter specification controls and supplier requirements across its developments. Environmental Product Declarations (EPDs) are being embedded as a prerequisite for key material packages, supported by minimum recycled-content thresholds and clinker-factor limits within contracts and RFPs.

## TARGET

*≥25%*

Sustainable building materials in new developments, aligned with LEED v4 or Mostadam requirements

## Structural Materials

The company is also prioritising lower-carbon structural materials, including high-recycled-content steel and low-clinker cementitious binders, supported by project life-cycle assessments and verified supplier documentation. In parallel, BIM-enabled design optimisation is being applied to reduce material over-ordering and off-cuts before procurement.

Supplier engagement processes continue to be enhanced through focused pre-qualification and documentation requirements, strengthening data quality and improving the traceability of sustainable material inputs across the portfolio.

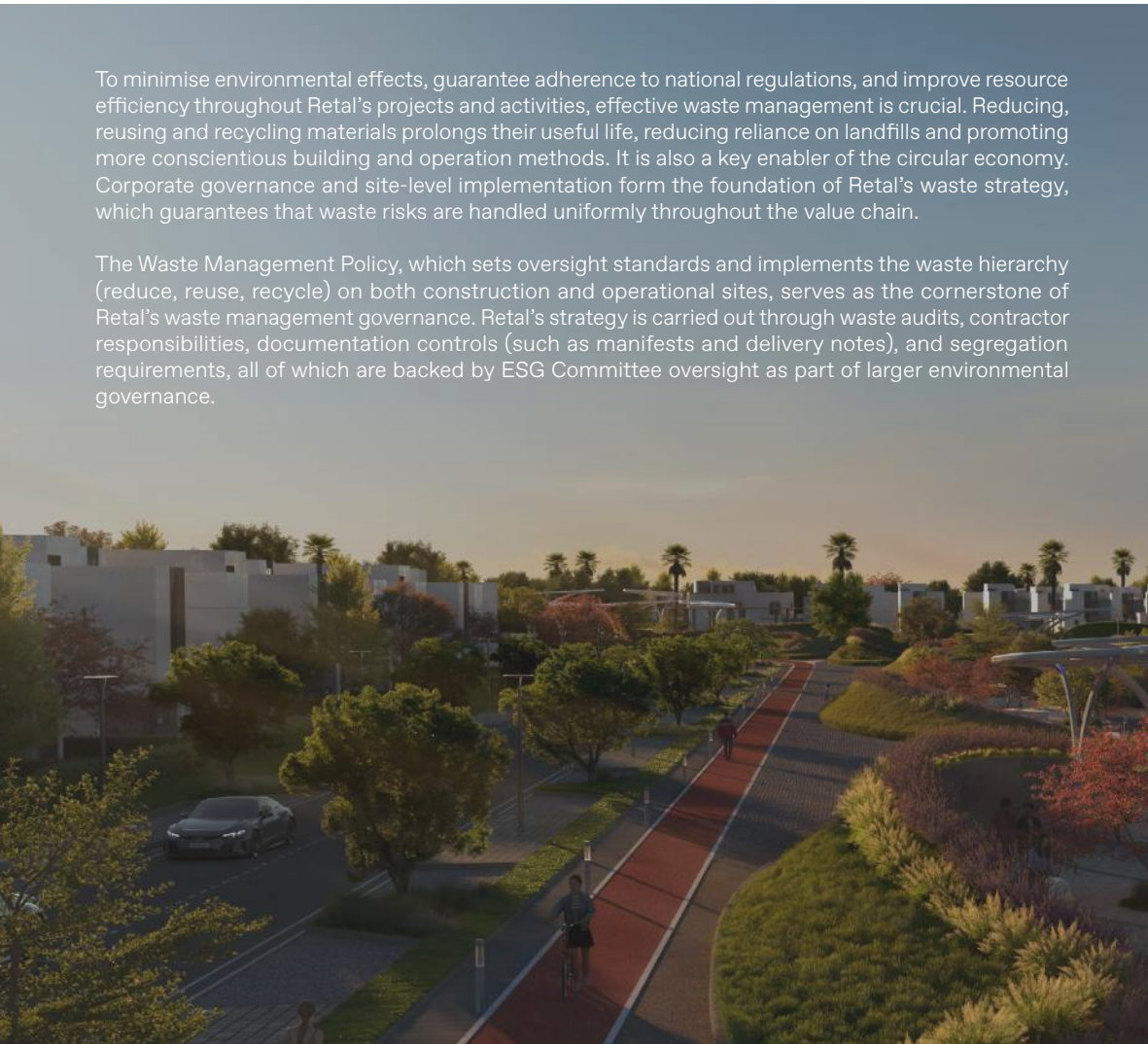


# Waste Management

GRI 3-3, 306-1, 306-2, 306-3

To minimise environmental effects, guarantee adherence to national regulations, and improve resource efficiency throughout Retal's projects and activities, effective waste management is crucial. Reducing, reusing and recycling materials prolongs their useful life, reducing reliance on landfills and promoting more conscientious building and operation methods. It is also a key enabler of the circular economy. Corporate governance and site-level implementation form the foundation of Retal's waste strategy, which guarantees that waste risks are handled uniformly throughout the value chain.

The Waste Management Policy, which sets oversight standards and implements the waste hierarchy (reduce, reuse, recycle) on both construction and operational sites, serves as the cornerstone of Retal's waste management governance. Retal's strategy is carried out through waste audits, contractor responsibilities, documentation controls (such as manifests and delivery notes), and segregation requirements, all of which are backed by ESG Committee oversight as part of larger environmental governance.



## CONSTRUCTION WASTE MANAGEMENT AND CIRCULAR ECONOMY INTEGRATION

In 2025, Retal developed a Construction Waste Management Plan (CWMP) to provide a structured, site-based framework for anticipating, reducing, segregating, and tracking construction waste. The CWMP complies with relevant Saudi requirements such as the Ministry of Environment, Water and Agriculture (MEWA) waste regulations, National Center for Waste Management (MWAN), and National Center for Environmental Compliance (NCEC) and sustainability frameworks (including LEED v4 and Mostadam) in addition to defining clear roles (like a dedicated on-site waste management team and reporting lines), traceability requirements through manifests, and performance targets focused on waste reduction and landfill diversion.



LEED & Mostdam Projects:  
Targeting 50–75%  
Waste Recycling

### 2025 PERFORMANCE

In 2025, Retal recorded  
**47,738 tonnes**  
of waste from RETAL HQ offices and Sales Center

**235,720 tonnes**  
of construction waste were reported under  
BCC activities on Retal projects.



## CONSTRUCTION WASTE MANAGEMENT AND RECYCLING

### Driving Waste Recovery Across Major Developments

RETAL continues to strengthen its sustainable construction practices through the implementation of comprehensive construction waste management and recycling initiatives across its major developments. As part of these efforts, BCC has taken proactive measures to maximize the recovery and recycling of concrete and steel waste, which constitute the largest share of construction waste generated on-site. Through structured waste segregation and recycling programs, flagship projects such as Remal Business Court (Khobar) targeting LEED certification and ROSHN Al Danah targeting Mostadam certification are pursuing a construction waste diversion target of up to 75% from landfill.

### Expanding Segregated Recycling Streams

Beyond concrete and steel recycling, additional recyclable waste streams including wood, plastics, paper, and cardboard packaging materials are systematically segregated at source and managed through approved waste recycling contractors and authorized waste haulers. These initiatives support responsible material recovery, improve resource efficiency, and reduce environmental impacts associated with construction activities.

### Applying Circular Economy Practices at Terra Riyadh

The same waste management and recycling practices have also been implemented at the Terra Riyadh project by the contractor, reinforcing RETAL's commitment to circular economy principles, sustainable resource management, and alignment with international ESG and green building best practices.



# Water Management

GRI 3-3, 303-1, 303-5

Responsible water management is an important component of Retal's environmental performance and operational efficiency. The company continues to strengthen its approach to sustainable water use across assets and development activities through a structured Water Management Framework that promotes efficient sourcing, responsible consumption, and improved monitoring practices.

## Water Stewardship

Water stewardship is embedded within Retal's Environmental Management System (EMS) and supported by Retal's broader Water Management Strategy. This framework aligns with international best practices, including LEED and ISO 46001, as well as national priorities such as the Saudi Arabia National Water Strategy and the Mostadam rating system. Together, these standards guide water sourcing, usage monitoring, conservation planning, and performance oversight across Retal's controlled operations.

## Strengthen Water Efficiency

During 2025, Retal advanced several operational measures to strengthen water efficiency and governance. Digital monitoring tools, including smart sensors and automated alerts, continued to enhance the company's ability to detect abnormal consumption patterns and potential leaks. New developments incorporated water-efficient technologies such as low-flow fixtures, high-efficiency plumbing systems, and smart irrigation solutions.

## Greywater Reuse Systems

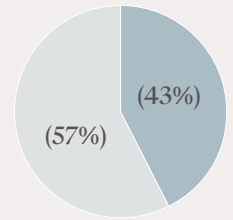
Select projects advanced the deployment of greywater reuse systems for irrigation and flushing applications, while pilot assessments were conducted to evaluate the feasibility of rainwater harvesting for non-potable uses. These efforts were supported through cross-functional coordination between the Facility Management and Construction teams to strengthen compliance across the design, construction, and post-handover phases.

## 2025 PERFORMANCE

In 2025, Retal recorded total water consumption of **31,064.6 m<sup>3</sup>** across assets under its operational control, comprising:

**13,266.6 m<sup>3</sup> (43%)**  
Supplied by the National Water Company (NWC)

**17,798.0 m<sup>3</sup> (57%)**  
Supplied via water tankers



These figures primarily cover Retal's headquarters and sales offices.

- Supplied via water tankers
- Supplied by the National Water Company (NWC)

## 322,402 m<sup>3</sup>

Water consumption across 15 active Retal projects in 2025, reflecting construction-phase water use, including site activities and temporary utility requirements.

## 25,600 m<sup>3</sup>

Total water consumption reported in 2024, primarily covering corporate assets, as construction-site consumption was excluded from the reporting boundary.





# Human-centricity

Health, Safety & Wellbeing  
Talent Attraction & Retention  
Employee Learning & Development  
Diversity & Inclusion  
Human Rights Across Our Internal Operations  
Saudisation  
Community Development  
Customer Experience & Product Resilience

## OUR PEOPLE COMMITMENT

Retal places its people at the core of its sustainability strategy. The company recognises that long-term performance depends on attracting, protecting, and developing a capable and engaged workforce. Its approach focuses on creating a safe working environment, strengthening employee skills, promoting fairness and inclusion, and upholding responsible labour practices across all operations.

## MATERIAL TOPICS

- ✦ Health, Safety and Wellbeing
- ✦ Talent Attraction and Retention
- ✦ Employee Learning and Development
- ✦ Diversity and Inclusion
- ✦ Human Rights Across our Internal Operations
- ✦ Saudisation

## UN SDGs



# Health, Safety and Wellbeing

GRI 3-3, 403-1, 403-2, 403-6, 403-8

Health, Safety and Wellbeing is a core operational priority for Retal given the nature of construction activities across its developments and the scale of contractor involvement. The company recognises its responsibility to protect employees and workers from harm, prevent incidents before they occur, and embed safety as a fundamental organisational value. Retal's approach aligns with the applicable laws and regulations of the Kingdom of Saudi Arabia.

Retal applies a structured Health, Safety and Environment (HSE) management system that covers all employees and workers across its sites and facilities.

In 2025, 100% of the workforce (2,840 workers) was covered by the HSE management system, all of which underwent internal and external audits to ensure compliance and governance effectiveness.

## Enhancing HSE Consistency & Performance

The company embeds a proactive safety culture through leadership involvement, site-level planning, risk assessments, safety inductions, and continuous engagement with contractor teams. HSE accountability is integrated into daily operations through safety meetings, hazard reporting, near-miss documentation, and toolbox talks. Clear contractual requirements and prequalification criteria are applied to all contractors to ensure alignment with Retal's safety standards.

In 2025, the organisation advanced its HSE programme by standardising procedures across all projects to ensure consistent controls, reporting practices, and risk assessment methods. Contractor oversight was also strengthened through more rigorous prequalification, formal approval of HSE plans, ongoing performance monitoring, and systematic tracking and closure of corrective actions.

## Safety Performance Monitoring

Safety performance is monitored through incident tracking, near-miss reporting, inspections, preventive actions, and weekly and monthly reporting cycles. As construction activity expands across regions, HSE processes are being standardised and aligned more closely with international best practice to ensure consistency, risk reduction, and continuous improvement. HSE governance is supported by Retal's Code of Conduct and Ethical Values and HR policies, including the Grievance Policy, which provide defined channels for raising concerns without fear of retaliation. Employees can escalate safety-related grievances from line management to Corporate Department Heads/Division Heads and subsequently to the Employee Relations Manager for a formal review. Investigations are documented, and written responses are issued within defined timelines.

## 2025 INITIATIVES



Standardisation of HSE procedures across all projects to reinforce consistent controls, reporting, and risk assessments.



Enhanced contractor oversight, including prequalification assessments, HSE plan approvals, performance monitoring, and corrective action tracking.



Strengthened data review, enabling trend analysis and timely interventions.



Retal successfully achieved its health and safety targets set out in the strategy, recording zero injuries and zero fatalities by Q2 2025.



Reinforcement of reporting and escalation pathways through the Code of Conduct and Grievance Policy, emphasising zero tolerance for retaliation and ensuring that HSE concerns are investigated and addressed promptly.



Increased workforce engagement, including hazard reporting, site meetings, and awareness campaigns.



Digital enablement, including the use of:  
 » Procure for inspections, incidents, and corrective action management  
 » QR code-based induction systems to regulate site access  
 » Digital equipment inspection tools and certification tracking



Regular site inspections and internal audits, ensuring full coverage of all operational assets.

## 2025 PERFORMANCE GRI 403-9, 403-10

In 2025, Retal recorded

**1,772,160 total contractor hours**

worked across projects.

### SAFETY METRICS

Fatalities (employees & contractors)

**Zero**

Employee total recordable injuries

**Zero**

Cases of work-related ill-health

**Zero**

Contractor total recordable injuries

**6**

Restricted workdays

**6**

Near-miss reports

**3**

Fire incidents

**1**

Contractor lost-time injuries

**2**

Employee lost-time injuries

**Zero**

Environmental incidents

**Zero**



### HSE PERFORMANCE TRENDS

Safety performance remained stable in key areas while showing improvements in risk identification and incident prevention. Fatalities remained at zero for both employees and contractors in 2024 and 2025. Contractor lost-time injuries remained unchanged at 2 cases year-on-year, indicating maintained control in high-risk construction environments.

Positive trends were observed across key preventive safety indicators. Reported near-miss cases, which refer to incidents that could have resulted in injury or damage but were avoided before causing harm, increased from 1 case in 2024 to 3 cases in 2025. This indicates stronger hazard identification and a more proactive reporting culture across sites. In addition, fire incidents decreased from 5 in 2024 to 1 in 2025, reflecting improved site controls and emergency preparedness. Restricted workdays also decreased from 14 in 2024 to 6 in 2025, demonstrating faster recovery and improved incident management.

The 2025 data also reflects strengthened HSE system coverage and audit completeness, which was not fully quantified in prior reporting cycles.

The achievement of zero fatalities and zero employee lost-time injuries reflects strengthened contractor oversight, standardised procedures, and improved monitoring controls under the sustainability strategy.

# Talent Attraction and Retention

GRI 3-3, 401-2

## Talent Strategy and Compliance

As the company expands its development footprint, maintaining workforce stability while attracting specialised skills remains a strategic priority. Employment practices are implemented with the Kingdom's Labour Law and the Executive Regulations for Human Resources in the Civil Service, reinforcing fairness, due process, and non-discrimination. To support consistent and transparent talent acquisition practices, Retal maintains structured recruitment processes, standardised onboarding programmes, and performance management systems that link individual objectives to corporate priorities. Recognition, employee feedback channels, and leadership-led engagement help reinforce a positive workplace culture and support retention.

Retention is further supported through benefits and career development mechanisms, including the:

- ✦ Retention Incentives
- ✦ Fast Track Programme
- ✦ Career Path Framework
- ✦ Mentorship Opportunities
- ✦ Homeownership Programme
- ✦ Leadership Development Initiatives
- ✦ Residential Unit Discounts Programme

These initiatives collectively contribute to workforce stability and long-term organisational continuity.

## Talent Initiatives 2025

In 2025, Retal implemented several initiatives aimed at strengthening the attraction, development, and retention of talent. The company expanded partnerships with recruitment agencies and improved access to specialised talent pools, particularly for critical roles in Finance and Development. Onboarding and orientation programmes were strengthened to accelerate integration and early productivity of new hires. The Quarterly Appreciation Programme recognised outstanding performance, while employee wellbeing and homeownership initiatives contributed to financial and social stability.

**TARGET** ————— Turnover rate: ≤ 10% by Q1 2027

In 2025, turnover stood at 37%, with total departures reaching 87 employees, compared with 8.40% in 2024. The increase in turnover reflects higher workforce mobility and competitive labour market dynamics. While recruitment levels moderated, retention pressures were concentrated primarily within staff and middle-management categories. Management has identified onboarding effectiveness, managerial engagement, and employee value proposition as key improvement levers.

Retention pressures remain influenced by market competitiveness, with turnover concentrated primarily in staff and middle management categories. The company's targeted improvement actions, including enhanced onboarding, manager engagement, and reward mechanisms, aim to reduce churn in priority segments.

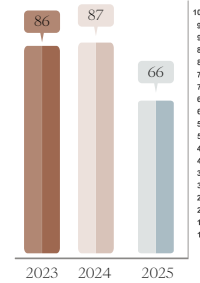




## 2025 PERFORMANCE GRI 401-1

### Workforce Dynamics

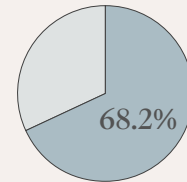
Recruitment activity moderated in 2025 compared to previous years. Total new hires decreased from 86 in 2023 and 87 in 2024 to 66 in 2025, reflecting a more targeted hiring approach.



66 New Hires

21 Women New Hires

45 Saudi New Hires (68.2% of all hires)



None-Saudi New Hires  
Saudi New Hires

87 Employee turnover (37%, 8.40% in 2024)



## PROGRESS AND FOCUS AREAS FOR 2026

Retal's talent priorities for 2026 include:



Strengthening internal pipelines through enhanced succession planning for leadership and technical roles.



Reducing turnover by targeted actions in onboarding quality, manager capability, and employee value proposition.



Expanding learning and development investments to address capability gaps in development, operations, and digital skills.



Leveraging HR digital platforms for improved workforce analytics and planning.



Enhancing employer branding to attract scarce talent in specialised functions.

# Employee Learning and Development

GRI 3-3, 404-2

Employee Learning and Development is central to Retal's long-term capability building and organisational resilience. As the company expands its development portfolio, strengthening technical expertise, leadership capacity, and future-ready skills is essential to sustaining performance and delivery quality. Continuous learning supports employee growth, succession planning, and alignment with evolving business requirements.

Retal maintains a structured human capital development framework that links learning to organisational growth priorities. The framework includes competency-based training, targeted leadership development, on-the-job learning, digital training systems, mentorship programmes, and defined career paths that support internal mobility and succession planning.

Training needs are identified through performance reviews, departmental requirements, skills gap analysis, and future capability needs. The company ensures that learning is accessible across all levels through internal workshops, external courses, digital learning platforms, and specialised technical sessions. Leadership development, high-potential acceleration programmes, and the Fast Track initiative support long-term talent readiness for critical roles. Performance reviews and continuous feedback cycles support individual development planning, ensuring employees receive structured opportunities for professional growth.

In 2025, Retal strengthened its learning ecosystem through leadership development programmes aimed at building managerial capability and strengthening succession pipelines across the organisation.

## Fast Track Programme

The Fast Track Programme was implemented to accelerate the readiness of high-potential employees for future leadership roles by enhancing their technical, operational, and leadership capabilities.

## Career Path Framework

Retal's Career Path Framework provided employees with clear and structured development pathways, supporting internal mobility by outlining progression opportunities and the competencies required at each stage.

## Mentorship Programme

The Mentorship Programme paired employees with senior leaders to facilitate knowledge transfer, accelerate capability development, and support career growth through practical guidance and coaching.

To improve accessibility and oversight, digital learning platforms were deployed to enable training registration, tracking, and performance reporting. In addition, targeted technical training was delivered to support project delivery and strengthen capabilities in digital adoption, finance, engineering, and sustainability, while on-the-job learning was reinforced through rotations, cross-functional projects, and operational shadowing. These programmes collectively enhance organisational capability and contribute to building a future-ready workforce.

## TARGET

Average training hours per employee:  
≥ 15 hours per employee by Q1 2027





## 2025 PERFORMANCE GRI 404-1

### Training Hours and Coverage

In 2025, Retal delivered 2,807 total training hours, compared to 2,970 hours in 2024 and 2,714 hours in 2023. While total training hours slightly decreased year-on-year from 2024, they remained above 2023 levels, indicating sustained investment in workforce development.



Total training hours  
**2,807**



Training for males  
**1,703 hours**



Training for females  
**1,104 hours**

### Training by Employee Level



Senior management  
**270 hours**



Middle management  
**890 hours**



Staff  
**1,647 hours**

### Average Training per Employee



Overall average  
**11.89 hours**



Male employees  
**10.99 hours**



Female employees  
**13.63 hours**

Training outcomes reflect an emphasis on both managerial and staff capability-building, with women employees achieving a higher average training rate per employee, supporting Retal's broader objectives on diversity, inclusion, and equal opportunity.



## PERFORMANCE REVIEWS GRI 404-3



Retal employees receiving performance and career development reviews:  
**236 (100%)**

## YEAR-ON-YEAR CONTEXT

Although total training hours declined marginally from 2024 to 2025, the average training hours per employee increased, indicating improved training efficiency and per-capita investment. The steady upward trend in average hours since 2023 demonstrates strengthened learning integration within workforce planning. The 2025 distribution of training hours across senior management, middle management, and staff levels provides improved visibility compared to prior reporting cycles and supports more targeted capability-building across organisational tiers.

## PROGRESS AND FOCUS AREAS FOR 2026

Retal's priorities for 2026 include:

01. Expanding technical and digital capability development to match project growth and evolving skill requirements.
02. Enhancing learning pathways tied to succession planning for critical roles.
03. Increasing access to specialised industry training, certifications, and competency-based programmes.
04. Strengthening the integration of learning analytics to tailor programmes and evaluate impact.
05. Continuing to build future-ready skills, including sustainability, project management, and digital adoption.

# Diversity and Inclusion

GRI 3-3

Diversity and Inclusion (D&I) is fundamental to Retal's human capital strategy and aligns with the company's commitment to fostering a workplace where all employees are treated fairly, respected, and able to contribute to their full potential. The company views diversity as a strength that enhances decision-making, innovation, and organisational performance, and it recognises inclusion as essential for retaining talent, supporting wellbeing, and ensuring equal access to opportunity. Retal's D&I commitments support the broader national direction under Saudi Vision 2030, particularly in relation to increasing female workforce participation and developing diverse national talent.

Retal's Diversity and Inclusion Policy provides the governance foundation for promoting equality, preventing discrimination, and ensuring a respectful and supportive working environment. The policy applies to all employees, subsidiaries, partners, and vendors operating under Retal's control within the Kingdom of Saudi Arabia, and requires compliance across all levels of the organisation.

Key elements of the D&I management approach include:

<p>Equal opportunity in recruitment, promotion, and development, supported by merit-based decision-making.</p>	<p>Mandatory D&amp;I training and awareness programmes for all employees.</p>
<p>Accessibility and reasonable accommodations to support employees with disabilities.</p>	<p>Alignment with the International Labour Organisation (ILO) standards ratified by the Kingdom of Saudi Arabia.</p>
<p>Annual diversity monitoring and internal audits conducted by the Human Capital Management (HCM) Department and Internal Audit.</p>	<p>Clear responsibilities for the Board, leadership, managers, and employees in fostering an inclusive culture.</p>
<p>Zero tolerance for discrimination, harassment, or bullying, with defined channels for raising concerns through internal reporting mechanisms and the "Your Voice" feedback platform.</p>	



These policies, structures, and initiatives help ensure fairness and support the ongoing development of diverse talent across the organisation.

In 2025, Retal strengthened its diversity and inclusion practices through a combination of programmes and policy-driven initiatives. Women's empowerment and leadership preparation were prioritised by ensuring women's participation in leadership development, Fast Track, mentorship, and career path programmes. Leadership accountability was also reinforced, with managers and senior leaders responsible for embedding inclusive practices into team culture and day-to-day people management.

To build organisational awareness, mandatory training was delivered to promote inclusive behaviours, equal opportunity, and anti-discrimination practices. Governance was further strengthened through an annual review of the Diversity and Inclusion Policy and ongoing monitoring of D&I metrics as part of internal reporting.



**TARGET** — Percentage of women employees:  $\geq 40\%$  by Q2 2025

**TARGET** — Percentage of women in top management:  $\geq 10\%$  by Q2 2025

## 2025 PERFORMANCE GRI 2-7, 405-1

In 2025, Retal employed 236 full-time employees, compared to 259 in 2024 and 258 in 2023, reflecting a controlled workforce adjustment aligned with operational requirements.



Total employees  
**236**



Female employees  
**81 (34%)**



Male employees  
**155 (66%)**



Senior Management  
**25 (11%)**



Women  
**1 (1%)**



Men  
**24 (10%)**



Middle Management  
**66 (28%)**



Women  
**14 (6%)**



Men  
**52 (22%)**



Staff  
**145 (61%)**



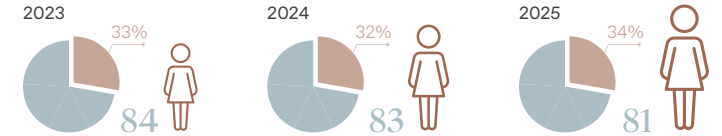
Women  
**65 (27%)**



Men  
**80 (34%)**

### Representation by Level

Female representation remained relatively stable:



Although total headcount decreased in 2025, the percentage of women increased slightly to 34%, indicating a maintained female representation despite workforce adjustments.



Representation of women continues to strengthen across professional and technical roles, with progress supported by expanded access to development programmes, internal mobility pathways, and leadership exposure.

# Human Rights Across our Internal Operations

GRI 2-25, 2-26, 3-3, 406-1, 408-1, 409-1

Respect for internationally recognised human rights underpins Retal's people practices and day-to-day conduct. The company seeks to ensure fair treatment, dignity, and equal opportunity for all employees, contractors, and stakeholders connected to its operations. This commitment supports the prevention of forced and child labour, the avoidance of discrimination and harassment, and the provision of safe channels to raise concerns without retaliation.

## MANAGEMENT APPROACH IN PRACTICE

Retal integrates human-rights expectations into day-to-day people management through policy induction, leadership messaging, and compliance training supported by clearly defined escalation and remedy through the HR Grievance Policy with time-bound steps and non-retaliation protections.

Contractually, human-rights clauses are incorporated across 100% of new and renewed agreements, covering minimum age, freely chosen employment, safe working conditions, and audit/corrective-action rights, as set out in the company's ESG Strategy; suppliers and partners are expected to align and may be subject to screening or assurance checks in line with risk.

Monitoring includes routine consolidation of cases, trends, and closure status for management review, and evidence logs are maintained to support external assurance and reporting.

This approach is designed to remain aligned with national labour requirements and Retal's updated ESG governance, ensuring continuous improvement in prevention, detection, and remedy across internal operations and the value chain.

Retal's human rights governance is embedded through documented policies, leadership oversight, and defined reporting channels:

### Code of Conduct and Ethical Values



Sets behavioural standards, prohibits discrimination, harassment, workplace violence, bribery and corruption, and protects confidentiality; establishes duties for all "concerned persons" (employees, contractors, interns, agency staff, and others).

### HR Grievance Policy



Provides a multi-step, time-bound escalation process, progressing from the line manager to the department/division head and then to an Employee Relations hearing with a written response. It also allows access to witnesses and includes explicit protection from retaliation.

### Speak-up and employee voice channels



Including "Your Voice" for confidential feedback, alongside formal grievance and whistleblowing routes.



## 2025 PERFORMANCE

### Incidents of Discrimination

Retal did not record any incidents of discrimination in 2025.

## CHILD AND FORCED/COMPULSORY LABOUR

No cases of child labour or forced/compulsory labour were identified in 2025; screening and contractual provisions remain in place, with corrective-action rights where appropriate.

# Saudisation

GRI 3-3

Saudisation is a central component of Retal’s human capital agenda and a key enabler of organisational sustainability and national development. As a real estate developer contributing to Saudi Arabia’s growth, Retal recognises its responsibility to support the Kingdom’s Vision 2030 human capability objectives by increasing opportunities for Saudi nationals, developing local talent pipelines, and improving representation across all organisational levels, including leadership.

Retal promotes Saudisation by aligning recruitment, development, and succession practices with national localisation goals. The company applies a structured approach to identifying critical roles for Saudi talent, strengthening capability development, and expanding leadership readiness through tailored programmes.

Development pathways for Saudi employees are supported through training programmes, leadership development initiatives, career paths, and access to the Fast Track Programme, which accelerates the readiness of high-potential national talent. Retal also integrates succession planning to increase Saudi representation in critical and leadership roles.

## TRAINING & DEVELOPMENT FOR SAUDI TALENT

Average training hours per Saudi employee reached 18.8 hours in 2025, exceeding the company’s internal target of 15 hours per employee. This indicates strengthened per-capita investment in national capability development compared to prior reporting cycles where disaggregated Saudi training intensity was not disclosed.



Average training hours per Saudi employee  
**18.8 Hours**

In absolute terms, Retal employed 151 Saudi nationals in 2025, demonstrating continued national workforce presence despite headcount contraction. Saudi employees comprised:



Saudi women  
**71**



Saudi men  
**80**

## TARGETS

- 75%** — At least 75% of the workforce is Saudi by Q2 2025
- 50%** — At least 50% of Saudi New Hires by Q2 2025
- 15 HOURS** — At least 15 training hours per Saudi employee by Q2 2025



## 2025 INITIATIVES

During 2025, Retal strengthened Saudisation through:

- 01.** Targeted talent acquisition to match growth needs in development, technical, operational, and support functions.
- 02.** Structured training for Saudi employees, including technical courses, leadership development, and role-specific upskilling.
- 03.** Clear career pathing to support progression into specialist and managerial roles.
- 04.** Leadership encouragement for national development, including mentorship and high-potential identification.
- 05.** Integration of Saudisation considerations within workforce planning and succession frameworks.

These initiatives support long-term national talent retention and advancement.

## 2025 PERFORMANCE

### Saudisation



After a marginal increase in 2024, the Saudisation rate declined in 2025. This change occurred alongside an overall workforce reduction from 259 employees in 2024 to 236 in 2025, which altered the proportional composition of national and non-national employees. The decrease therefore, reflects structural workforce adjustments rather than a strategic shift away from localisation.

### Saudi New Hires

Saudi hiring intensity strengthened year-on-year:



Although total hiring declined from 87 hires in 2024 to 66 in 2025, the proportion of Saudi new hires increased. In 2025, Retal recruited 45 Saudi employees.



# Community Development

**Community Development** is how we empower society through lasting social impact and improved urban well-being, aligned with national goals.

Through Retal AI-Khair, we extend our role as a developer to strengthen the Kingdom's social fabric — whether by fostering urban creativity in our cityscapes, youth empowerment, revitalizing neighbourhoods, or providing humanitarian support. In 2025, Retal continued to advance its social impact agenda, building on a multi-year CSR strategy launched in 2020, aligned with Vision 2030 and UN Sustainable Development Goals.

## 2025 COMMUNITY INVESTMENT OVERVIEW

In the last 5 years, Retal AI-Khair implemented 42 community programmes and initiatives, engaging volunteers. In 2025, Retal contributed approximately SAR 2.4 million in financial and in-kind support. A total of 220 volunteer hours were recorded across community campaigns, awareness events, and partnership programmes.

## 2025 INITIATIVES AND PARTNERSHIPS

In 2025, Retal AI-Khair delivered a broad range of programmes through strategic partnerships supporting community, cultural, educational, housing, and health outcomes.

+355K

Total direct and indirect beneficiaries (cumulative over the last 5 years)

¥32 Mn

CSR Spend (Cumulative over the Last 5 Years)

42

Total implemented initiatives

7

Total community investments





## KEY STRATEGIC PARTNERSHIPS

Retal partnered with a number of national and community organisations to drive social and cultural development, including:

- ◆ Al Khobar Municipality  
Urban landscape enhancement.
- ◆ Mujassam Watan  
Enhancing city visual appeal.
- ◆ Al-Ittaa'  
Community services.
- ◆ Architecture & Design Commission  
Sustainable design awareness initiatives.
- ◆ Tarmeem Charity Organisation  
Home renovation for low-income families.
- ◆ Housing Innovation Solutions Center  
Community housing support.
- ◆ Effat University  
Leadership development & women empowerment.
- ◆ Ertiqā  
Digital surplus preservation and environmental protection.
- ◆ King Abdulaziz Center for World Culture (Ithra)  
Creative talent preparation and community engagement.

## CSR FOCUS AREAS



### Engineering & Development

Developing sustainable urban and housing solutions serving society



### Art & Design

Empowering design and creativity to reinforce identity and the urban scene



### Education & Training

Building capacities and developing skills to empower national competencies



### Humanitarian Cases

Supporting the most vulnerable groups and achieving sustainable social impact



### Innovation & Entrepreneurship

Stimulating innovation and supporting entrepreneurial initiatives with impact



### Environment & Sustainability

Enhancing environmental sustainability and quality of life through responsible practices



## STAKEHOLDER-DRIVEN DESIGN AND URBAN WELL-BEING

Retal integrates community insights through market research and resident surveys right at the design phase, ensuring that unit mixes and public spaces are engineered for long-term liveability. This place-based engagement is executed through strategic partnerships to enhance urban greenery and reinforce local pride.

Our development philosophy is guided by these core principles:

**Integrated Master Planning:** Prioritizing proximity to essential services, including schools, healthcare, and retail, to ensure daily convenience.

**Humanized Cities:** Partner-led architectural competitions bring innovative, green designs to a few Retal projects like the Nesaj and Marasi Mosques through walkable and artistic urban planning.

Through continuous feedback loops, we ensure our communities remain vibrant, responsive, and aligned with the evolving needs of their residents.



## 2025 PROGRAMMES AND INITIATIVES

Retal Al-Khair delivered a range of initiatives in 2025 spanning cultural, health, social support, and educational programmes:

### Housing Support

Retal contributed SAR 3 million to develop 8 innovative housing products, benefiting over 250,000 families to date. These sustained partnerships in housing rehabilitation earned Retal Al Khair multiple 2025 recognitions for measurable social impact.



### Al-Ahsa Municipality

Retal partnered with Al-Ahsa Municipality to develop community parks in Al-Badriyah, transforming underutilized residential spaces into green recreational areas that enhance urban quality of life and support the Saudi Green Initiative.

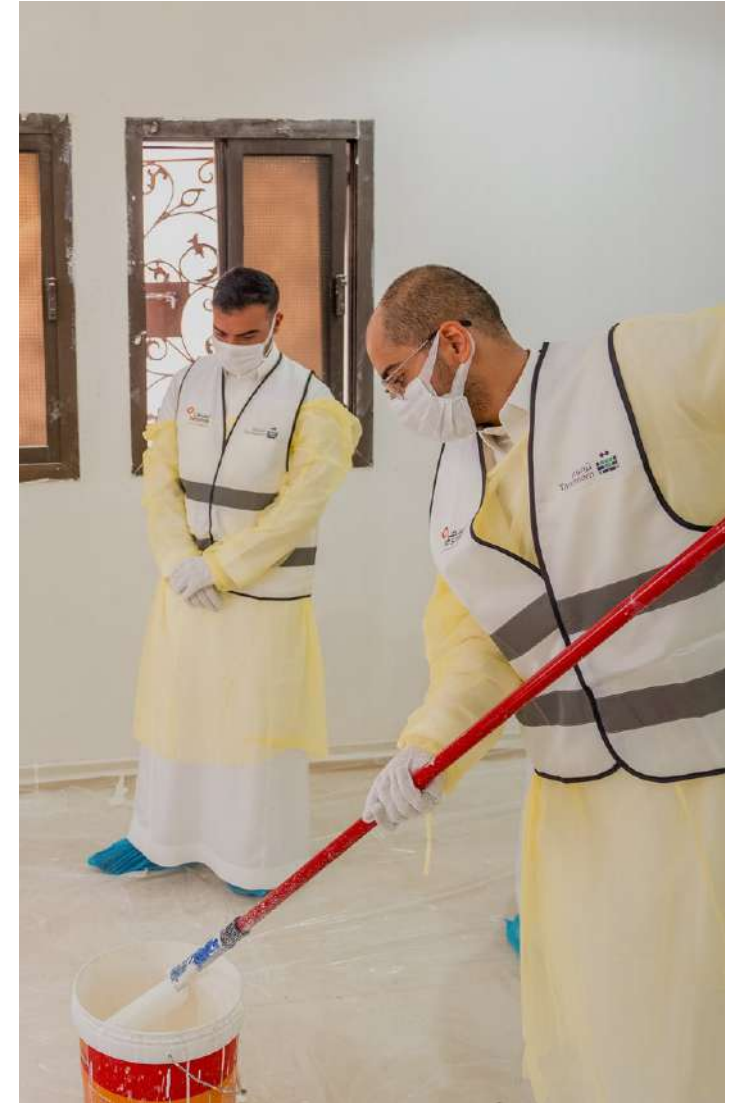
### Tarmeem

Furthermore, through the 'A'maq Athar' campaign with Tarmeem Association, Retal renovated 10 homes for families in need during Ramadan to enhance stability and quality of life under the patronage of H.H. Prince Saud bin Nayef.

### Hal Housing Innovation Center

The strategic partnership between Retal, the Ministry of Municipalities and Housing, and Sakan since 2020 has established an advanced model for fostering innovation in the housing sector through the Hal Housing Innovation Center. The Center serves as a national platform dedicated to addressing challenges in the real estate sector through research, development, and institutional collaboration, with a particular focus on developing innovative housing solutions that support and empower families most in need.

In 2025, for the fifth consecutive year, Retal continued its commitment to supporting this initiative by contributing SAR 1 million toward the development of 8 innovative housing products. These cumulative efforts have delivered a tangible impact, benefiting more than 250,000 families to date.





### Unity Of The Nation

Central to this mission is Retal Al-Khair's partnership with Mujassam Watan Initiative, which has resulted in iconic sculptures such as the 'Unity of the Nation'. Spanning 2,184 sqm located at the intersection of Custodian of The Two Holy Mosques Road and Prince Turki Road in Al-Khobar, the sculpture portrays the story of the Kingdom's unification by the Founding King Abdulaziz Al Saud (may he rest in peace) through 10 pages featuring his signature, "Trusting in the Most Loving, Abdulaziz Al Saud."



### Tanween Design Challenge

As a strategic sponsor of the Tanween Design Challenge, Retal further drives urban development by supporting Ithra Design Week. In 2025, this collaboration engaged over 34,000 participants through 10 panel discussions and 4 design hackathon tracks, reinforcing sustainability and quality-of-life concepts aligned with Saudi Vision 2030.



### Creative Urban Design Competition

The 5th edition of the Retal Creative Urban Design Competition continues a legacy of empowering talent to explore adaptive reuse. To date, this innovation-driven platform has engaged +1,120 total participants and awarded a cumulative SAR 660,000, encouraging the transformation of existing buildings into sustainable community spaces that preserve cultural identity.



### Murtasim Design Award

Retal sponsored this award to nurture national architectural talent. In 2025, the initiative supported +350 student projects and 18 winners through 8 workshops, bridging the gap between academia and professional urban development with prizes totaling SAR 300,000.



### UNESCO-AI Fozan International Prize

Retal provided strategic support to the prize, championing STEM education and youth empowerment. To date, this global initiative has awarded 5 winners across 5 geographic regions, recognizing young scientists whose research drives sustainable developmental impact and builds knowledge-based societies.

### IRTIQA Association

Our strategic sponsorship of the Irtiq Association promotes digital inclusion and environmental stewardship. By refurbishing 1,000 electronic devices for over 30 charitable and educational organizations in 2025, we reduced e-waste while empowering over 5,550 beneficiaries through technology and knowledge sharing.





# Customer Experience & Product Responsibility

## Responsible Customer Care

Customer Experience and Product Responsibility are integral to Retal's social impact, business resilience, and stakeholder trust. As a real estate developer serving thousands of residents and property buyers, Retal recognises its responsibility to ensure that customers receive high-quality service, safe built assets, and fair treatment at every stage of their journey. Customer care forms a critical component of brand trust, reputation management, and long-term value creation across the company's developments.

## Customer Care Framework

Retal maintains a structured Customer Care function responsible for managing customer relationships across the full lifecycle—from pre-handover and handover support to warranty, maintenance, and post-occupancy service. The function ensures service consistency, complaint resolution, and issue escalation through defined pathways, including structured Service Level Agreements (SLAs), service ticket tracking, and performance monitoring.

## Ethical Customer Conduct

Customer-facing responsibilities are guided by the Code of Conduct and Ethical Values, which mandates fairness, respect, accuracy in information, transparency in customer interactions, protection of confidentiality, and responsible handling of customer data. The Code requires that customers be treated impartially, without discrimination based on gender, race, disability, religion, or socioeconomic status, and that information about their transactions be handled confidentially.

Product responsibility considerations include accurate marketing information, handover quality, safety of delivered assets, responsible communication practices, and adherence to regulatory standards in customer documentation.

Retal's Customer Care framework includes:



Multi-channel support (phone, email, portal, in-person, digital platforms).



Escalation frameworks for complex cases.



Voice of Customer (VoC) mechanisms, including surveys, feedback tools, and proactive outreach.



Customer journey ownership across all touchpoints.



Ticketing and SLA management to track issue resolution.



Root-cause analysis (RCA) to reduce recurring complaints.



Cross-functional coordination with Development, Operations, Finance, Legal, and IT to resolve customer matters efficiently.

## 2025 INITIATIVES

In 2025, Retal enhanced its customer experience framework through:

01. Strengthened SLA monitoring and improved tracking of resolution times.

02. Enhanced customer feedback collection, including survey tools and digital sentiment monitoring.

03. Root-cause analysis for high-frequency complaints to enable preventive measures.

04. Strengthened customer onboarding during handover, improving clarity of obligations, documentation, and expectations in early occupancy stages.


05. Improved case documentation, ensuring transparency and full traceability of service requests.

06. Integration of customer rights and data protection commitments through Code of Conduct communication and reinforcement.





## 2025 PERFORMANCE

### Customer Satisfaction Metrics

 Customer satisfaction score (CSAT)  
**76%**

 Survey response rate  
**20.33%**

 Complaints received  
**1,197**

 Complaints resolved  
**100%**

These results reflect complete resolution of reported customer complaints and active engagement of customers through feedback channels. The data also supports structured monitoring of service performance and targeted improvements to customer communication and service consistency.

## YEAR-ON-YEAR CONTEXT

In 2024, Retal reported a Customer Satisfaction Score of 4.6 out of 5 (92%). In 2025, the Customer Satisfaction Score stood at **76%**.

While satisfaction levels appear to have decreased in 2025, this is expected as we have achieved a higher survey response rate of 20.33%, providing a broader feedback base to inform service improvements. Retal also maintains a full closure of all customer complaints received during the reporting year through its established complaint management and resolution processes.

The 2025 focus shifted toward structured SLA monitoring, enhanced root-cause analysis, and strengthened case documentation. These governance enhancements support improved service consistency and are expected to positively influence satisfaction trends in subsequent reporting cycles.



# Leadership & Accountability



Governance, Ethics & Integrity  
Risk Management & Business Resilience  
Managing Climate Risk  
Supply Chain Management

## OUR GOVERNANCE COMMITMENT

Retal is committed to maintaining clear governance structures, defined accountability, and effective oversight across its operations. The company applies formal Board and Committee oversight mechanisms, structured risk management framework, and compliance controls to ensure responsible decision-making and regulatory adherence.

## MATERIAL TOPICS

- ◆ Governance, Ethics and Integrity
- ◆ Risk Management and Business Resilience
- ◆ Managing Climate Risk

## UN SDGs



# Governance, Ethics and Integrity

GRI 2-9, 2-11, 2-12, 2-13, 2-14, 2-17, 2-18, 2-27, 3-3

Retal maintains a strong governance culture anchored in accountability, transparency, and responsible business conduct across all organisational levels. This governance approach complies with the Saudi Companies Law, the Capital Market Authority (CMA) Corporate Governance Regulations, and Retal's own corporate governance framework. The company's governance system also extends to digital governance, ensuring robust data privacy, cybersecurity, and ethical technology management.



## CORPORATE GOVERNANCE FRAMEWORK

Retal's Corporate Governance Regulations establish the principles that guide decision-making, oversight, and the protection of stakeholder rights. The framework defines the respective responsibilities of the Board of Directors, Executive Management, and specialised Board Committees, ensuring clear accountability, effective internal controls, and structured strategic supervision. Within this framework, the Board also oversees sustainability-related impacts, risks, and opportunities through structured management reporting, integration of ESG considerations into strategic review processes, and monitoring of performance against approved plans.

The composition of the Board, including its size, independence status, and Committees Membership, is publicly disclosed through the company's governance documentation and annual reporting.

## KEY COMPONENTS OF THE GOVERNANCE SYSTEM



### Shareholder Rights & Equality

Retal guarantees fair treatment of all Shareholders, including rights to information, voting, dividends, and participation in General Assemblies.



### Decision-Making Transparency

Disclosures, Board reports, Financial Statements, and Committees Reports follow CMA and Tadawul requirements for transparency and accessibility.



### Ethical Conduct

Retal enforces a code of ethics that emphasises honesty, loyalty, anti-corruption, and compliance with all laws and regulations. Board Members and Employees must prioritise the company's interests above personal interests and avoid conflicts of interest.

## BOARD OF DIRECTORS & LEADERSHIP OVERSIGHT

### Role of the Board

The Shareholders General Assembly delegation is the highest governing authority, responsible for:



Approving strategies, policies, and long-term plans



Supervising Executive Management



Safeguarding Shareholder rights



Ensuring effective internal control and risk management



Overseeing financial performance, compliance, and accountability mechanisms

These responsibilities are explicitly articulated in the governance manual.

Board Members receive periodic briefings and updates on regulatory developments, governance requirements, risk management developments, and sustainability performance to support informed oversight.

## BOARD COMPOSITION

The Board consists of nine members, with a required majority of non-executive members and at least one-third independent directors, in alignment with CMA governance rules.

The new board starts from May 26, 2025. Until May 25, 2029.



Abdullah Abdullatif Al Fozan  
Chairman (Non-executive)



Fozan Mohamed Al Fozan  
Vice Chairman



Abdulrahman Abdullah Al Wabel  
Board Member (Independent)



Hani Othman Saeed BaOthman  
Board Member (Independent)



H.E Ahmed Abdulaziz Al-Haqbani  
Board Member (Independent)



Khalid Malik Al-Sharif  
Board Member (Independent)



Omar Abdulrahman Al-Jeraisy  
Board Member (Independent)



Fahad Abdulrahman Al Mojil  
Board Member (Non-executive)



Eng. Abdullah Faisal AlBraikan  
Board member (Executive)



Husam Mohammed Al Kaf  
Secretary of the Board and Committees

## BOARD COMPOSITION

The Board consists of nine Members, with a required majority of Non-Executive Members and at least one-third independent directors, in alignment with CMA governance rules. Independence is maintained by strict prohibitions on conflicts of interest, competitive activities, and improper financial benefits.

The previous Board term ended on May 25, 2025.



Abdullah Abdullatif Al Fozan  
Chairman (Non-executive)



Ali Abdullatif Al Fozan  
Vice Chairman (Non-executive)



Majed Al Nefaei  
Board Member (Independent)



Hani Othman Saeed BaOthman  
Board Member (Independent)



Abdulrahman Abdullah Al Wabel  
Board Member (Independent)



Fozan Mohamed Al Fozan  
Board Member (Non-executive)



Fahad Abdulrahman Al Mojlil  
Board Member (Non-executive)



Eng. Abdullah Faisal AlBraikan  
Board member (Executive)



Abdulrahman Ibrahim Al Jalal  
Board Member (Non-executive)



Husam Mohammed Al Kaf  
Secretary of the Board and Committees



## LEADERSHIP OVERSIGHT

The Board exercises strategic supervision through:

01.

Regular Board meetings

02.

Structured reporting from Executive Management

03.

Committee-level evaluations

04.

Annual Board and Committee performance assessments



## BOARD COMMITTEES

Retal's system of governance is reinforced by a well-structured network of Board Committees, each established to ensure depth, specialisation, and rigor in the oversight of the company's most critical functions. These Committees operate under formal charters approved by the Board and, where required, by the General Assembly, ensuring clear mandates, accountability, and independence consistent with CMA Corporate Governance Regulations.

### NOMINATION & REMUNERATION COMMITTEE (NRC)

The NRC oversees Board effectiveness, succession planning, and remuneration governance. It identifies and recommends candidates for Board appointment, conducts annual independence assessments, and evaluates Board performance to ensure continued effectiveness.

The Committee also reviews and approves remuneration frameworks for Directors and Senior Executives, ensuring alignment with company performance, long-term objectives, and regulatory requirements. Leadership continuity is supported through a formal succession planning framework aligned with the company's Replacement & Succession Regulation.

### AUDIT COMMITTEE

The Audit Committee safeguards the integrity of financial reporting and the internal control system, oversees the independence and effectiveness of internal and external audit, reviews related-party transactions, and monitors compliance with applicable laws and policies; its composition prioritises independence and financial expertise to ensure rigorous, objective challenge.

### EXECUTIVE COMMITTEE

The Executive Committee serves as the Board's engine for strategy execution and operational follow-through, working closely with Senior Management to monitor progress on strategic initiatives, address emerging operational priorities, and escalate matters requiring Board decision in a timely manner.



## ETHICS & INTEGRITY GRI 2-15, 2-16, 2-19, 2-20, 205-1, 205-2

Ethical conduct is embedded in Retal's governance system and applies to Directors, Executives, Employees, Contractors, and Business Partners. The Corporate Governance Regulations and the Code of Conduct and Ethical Values establish binding expectations for honesty, loyalty, and compliance with applicable laws and regulations. All personnel are required to prioritise the company's interests and refrain from participating in decisions where conflicts of interest exist.

### Anti-Bribery Policy

Retal maintains a zero-tolerance approach to bribery and corruption. The Code prohibits bribery, facilitation payments, fraud, misuse of corporate assets, insider trading, and the acceptance or offering of improper benefits intended to influence business decisions. Gifts and hospitality are subject to defined approval thresholds and documentation requirements.

### Corruption Risk Management

Corruption risks are assessed within the company's internal control and audit framework, with oversight provided through financial controls, segregation of duties, and related-party transaction reviews.

Where a Director has a direct or indirect interest in a company contract or transaction, disclosure and authorisation by the General Assembly are required to ensure transparent, arm's-length decision-making. These requirements are supported by internal controls, financial approval hierarchies, audit oversight, and related-party transaction reviews.

Breaches of the Code or governance regulations may result in disciplinary action and, where required, referral to competent authorities.



### WHISTLEBLOWING & VIOLATIONS REPORTING

Retal has a whistleblowing policy which maintains a formal Policy and Procedures for Reporting Violating Practices that allows Employees, Contractors, and Other Stakeholders to report suspected misconduct, including fraud, ethical breaches, regulatory non-compliance, and threats to health, safety, or the environment, without fear of retaliation. Reports can be submitted through defined channels to Compliance and Legal, are handled under strict confidentiality, and follow a clear investigation and escalation pathway, including referral to the Audit Committee where allegations concern Senior Executives. The policy specifies how cases are triaged, investigated, concluded, and, where necessary, remediated, thereby reinforcing transparency and accountability across the organisation.



## DATA GOVERNANCE & PRIVACY GRI 2-27

Retal manages data through a formal information governance framework designed to protect confidentiality, integrity, and availability across all systems and business functions. The company processes financial data, procurement records, employee information, customer data, and operational documentation. To safeguard this information, Retal applies a documented data classification framework that defines how data is handled, accessed, stored, and retained.

Under this framework, information is categorised into four classification levels: Public, Internal, Confidential, and Restricted. Each category carries defined handling requirements, access controls, and approval protocols. Sensitive information, including vendor bank details, sealed bids, contractual documents, employee compensation records, and personally identifiable information (PII), is classified at higher protection levels and requires explicit authorisation and controlled system access.

Data governance is further supported by Retal's Data Privacy Policy and Information Security controls. These establish principles for lawful processing, data minimisation, access governance, retention management, and secure disposal. Access rights are granted based on business need and are subject to logging, monitoring, and periodic review. The framework supports compliance with applicable regulatory requirements and reinforces customer confidentiality protections.

To strengthen ESG data governance and reporting consistency, Retal utilises a digital ESG management platform to centralise sustainability data collection, validation, monitoring, and reporting processes across functions. The platform supports improved traceability and review workflows for ESG-related data, enhancing transparency, data integrity, and reporting accuracy.

## 2025 PERFORMANCE

Privacy & security training coverage

**100% onboarding induction + quarterly refreshers delivered to relevant staff**

Data Breaches

**Zero**

Substantiated customer privacy complaints

**Zero**



Looking forward, Retal aims to embed even more advanced capabilities into its data governance ecosystem. The company is preparing to enhance its data classification rules with automated tagging and monitoring tools, expand documentation standards for digital systems, and introduce AI-enabled scanning to detect anomalies in data access behaviour. These enhancements will strengthen system transparency, improve the traceability of data actions, and ensure long-term resilience as the company scales its digital infrastructure. Moreover, as Retal continues to integrate automation and digital platforms across operations, data governance considerations, such as auditability, ethical data use, and secure integration between systems, will remain central design criteria for all new technological deployments.



## CYBERSECURITY OVERSIGHT

Cybersecurity is an essential pillar of Retal’s governance system, supported by a robust architecture that blends internal oversight with specialised external expertise. Although cybersecurity governance falls under the IT Operations and Infrastructure unit, the company engages a dedicated internal team that provides monitoring, incident detection, and threat response, ensuring continuous vigilance and rapid mitigation of emerging risks. This operational model enables Retal to maintain enterprise-grade protection while benefiting from global best practices in security analysis and threat intelligence.

The company’s cybersecurity controls are governed through a documented, ISO-aligned framework, evidenced by Retal’s ISO 27001 certification for Information Security Management Systems. This certification confirms that Retal has established strong protocols for asset management, access controls, incident response, system hardening, and security governance. Ongoing compliance is validated through annual ISO audits, combined with independent assessments such as vendor audits and internal policy compliance reviews. These regular evaluations ensure that Retal’s digital systems remain aligned with international standards and resilient against rapidly evolving threat landscapes.

Cybersecurity performance during the reporting period was notably strong. Retal successfully prevented all intrusion attempts, recording two attempted cyberattacks, zero successful penetrations, and zero data loss or system compromise incidents. The company also maintained a full record of attempted incidents and associated mitigations, allowing it to strengthen defensive capabilities through evidence-based improvement.

## 2025 PERFORMANCE

Attempted cyberattacks logged	Data-loss or compromise incidents
<b>2</b>	<b>Zero</b>
Successful attacks/penetrations	Customer privacy complaints (substantiated)
<b>Zero</b>	<b>Zero</b>

Security training cadence

**Induction for all new hires + quarterly refreshers sustained during the year**



### Employee Cyber Awareness

Employee awareness remains a critical component of Retal’s cybersecurity strategy. In addition to mandatory cybersecurity induction training for all new hires, the company conducts quarterly refresher sessions to reinforce secure behavior and address emerging threats. These programs cover phishing risks, social engineering, secure data handling, password hygiene, and responsible use of digital platforms. As the sophistication of threats continues to grow, Retal’s emphasis on employee education ensures that human-related vulnerabilities are minimised through proactive communication and behavioral reinforcement.



### Future Cyber & AI Security

In terms of future direction, Retal recognises the rising complexity associated with AI tools, generative technologies, and cloud-based solutions. To mitigate risks associated with uncontrolled external platforms, Retal is actively developing internally governed AI solutions to support productivity while maintaining full control over data access, privacy, and security. These internal solutions will enable employees to benefit from AI capabilities within a protected environment governed by Retal’s data policies. The company is also exploring the development of in-house cybersecurity analytics that leverage machine learning to detect anomalies, predict vulnerabilities, and automate first-line defensive actions. Moreover, enhancements to the company’s incident response protocols, including simulated cyber-crisis drills, are planned to elevate organisational readiness and business resilience.



### Cyber Governance in Digital Growth

As Retal continues its digital transformation journey, introducing automated workflows, cloud platforms, customer-facing digital services, and AI-enabled tools, cybersecurity and privacy governance will remain integral pillars of its broader governance framework. These systems ensure not only the protection of sensitive information but also the preservation of stakeholder trust and the enablement of secure, sustainable growth across all business functions.





# Risk Management and Business Resilience

GRI 2-27, 3-3

Retal employs a comprehensive, enterprise-wide risk management framework designed to identify, assess, and mitigate risks across all dimensions of the business.

Risk Management framework is designed to provide the company with the best possible outcome in business, through aligning framework component's to best international practices and Retal's context. This is embedded into the company's governance, decision-making processes, and performance management systems. The risk management approach emphasises proactive identification of risks and opportunities, disciplined evaluation of risk likelihood and impact, and structured responses that reinforce operational resilience and long-term value creation.



## GOVERNANCE AND OVERSIGHT OF RISK MANAGEMENT

The Board of Directors carries ultimate responsibility for overseeing Retal's risk management framework and ensuring that it functions effectively across the organisation. The Board is responsible for the company's risk appetite, reviews enterprise risks, and alignment between risk exposure and strategic objectives. Through regular reporting cycles, the Board stays informed of emerging risks, mitigation progress, and resilience indicators. Board oversight is supported and strengthened by the Audit Committee, which monitors the internal control environment, evaluates the adequacy of risk responses, and reviews the effectiveness of internal and external audits.



Executive Management plays a central role in operationalising the risk management framework. Retal Leaders are owners of risks within their business area and they identify and report exposures, implement mitigation plans, and coordinate with GRC for further processes of risk management and ensuring compliance with the company's policies and regulatory requirements. This cascaded accountability ensures that risk ownership is embedded at every level and that mitigation actions are executed promptly and effectively.



## ENTERPRISE RISK MANAGEMENT FRAMEWORK

Retal's ERM framework is built on interrelated components that together ensure a comprehensive approach to risk management. These include establishing the internal environment, defining risk appetite and tolerance, identifying internal and external events, conducting risk assessments, cooperatively developing risk responses, establishing control activities, ensuring clear information flows and communication, and implementing continuous monitoring. Each component functions in an iterative, multidirectional process rather than a linear sequence, enabling flexibility and responsiveness as conditions change.

Risks are identified through structured processes that analyse influencing factors, interdependencies, and potential impacts. These processes differentiate between risks that could negatively affect strategic objectives and opportunities that could enhance long-term value. Risk categories include strategic risks, operational risks, financial risks, and reputational risks.

Once identified, risks are assessed based on their likelihood and impact. Retal evaluates risk severity through both qualitative and quantitative lenses, integrating performance indicators and critical success factors. This assessment informs the selection of appropriate risk responses, avoid, mitigate, share, or accept, and ensures that residual risks align with the company's defined tolerances. Control activities, including both preventive and detective measures, are then integrated into business processes to ensure that mitigation actions are executed consistently.



## INTERNAL CONTROLS AND MONITORING

A robust internal control system reinforces the risk management framework by ensuring accuracy, compliance, and operational soundness. Control activities range from top-level reviews and functional performance monitoring to segregation of duties, physical and IT controls, quality assurance reviews, post-implementation assessments, and periodic audits. These controls serve to prevent, detect, and correct deviations or weaknesses across financial reporting, operations, compliance, and strategic execution.



Risk monitoring occurs continuously through leadership oversight, variance analysis, and cross-functional review of operational data. Retal supplements continuous monitoring with separate evaluations, including internal audit reviews and external assessments. The frequency and depth of these evaluations depend on the significance of the risks and the potential impact of failures within the control environment. Senior Management and the Audit Committee receive regular reports summarising key risks, control effectiveness, mitigation progress, and issues requiring escalation. The Board receives semi-annual updates on Retal's most significant risks and their potential impact on shareholder value.

## BUSINESS CONTINUITY AND ORGANISATIONAL RESILIENCE

Business resilience is embedded across Retal's operational and strategic planning processes. The company's risk management function supports resilience by assessing organisational vulnerabilities, implementing preventive controls, and ensuring readiness for disruptions. Key enablers of business continuity include diversified supply chain relationships, strong digital governance, cybersecurity controls, quality assurance mechanisms, and disciplined project and financial management.



Leadership continuity is supported through a structured Replacement and Succession Regulation, which outlines clear roles, responsibilities, and approval authorities for managing succession at all organisational levels—from the Board Chair and Committee Chairs to the CEO, Leadership Team, and departmental Directors. This ensures that operational stability is maintained even during transitions and that future leaders are identified, developed, and retained.

## INFORMATION MANAGEMENT, COMMUNICATION, AND REPORTING

Effective risk management depends on timely, accurate, and widely accessible information. Retal's risk communication infrastructure integrates both formal and informal channels to ensure that relevant information is transmitted to the appropriate individuals—Board Members, Executives, Risk Owners, and Employees. Information systems are designed to capture internal and external data, enhance situational awareness, and support informed decision-making.



Externally, Retal communicates risk management performance to stakeholders through regulatory disclosures, financial reports, governance statements, and compliance-related submissions. Internal reporting ensures that personnel at all levels are aware of risks specific to their responsibilities and have the tools and authority needed to act effectively.



# Managing Climate Risk

GRI 3-3



## Climate Risk Exposure

Retal recognises that climate-related risks may affect its assets, operations, supply chain, and long-term performance. These risks include physical impacts, such as extreme weather events, rising temperatures, and infrastructure stress, as well as transition risks arising from evolving regulations, market expectations, technology shifts, and decarbonisation pathways.



## Climate Risk Management

Retal recognises that climate-related risks, both physical and transitional. This includes evolving environmental regulations and energy transition trends that may influence the real estate and construction sector over time. While the company does not currently maintain a standalone climate risk management framework, climate-related considerations are addressed through its environmental management initiatives, sustainability governance processes, and draft Decarbonisation Strategy.

Retal continues to monitor relevant regulatory and environmental developments through its governance and compliance functions, while environmental KPIs and carbon-related performance management remain under the responsibility of the Sustainability function. As the company's sustainability systems and climate data maturity continue to evolve, Retal intends to further strengthen the integration of climate-related considerations into its broader governance and risk management approach.



## Resilience & Readiness

Strengthening climate risk management will support long-term asset resilience, regulatory preparedness, and alignment with evolving sustainability expectations. As Retal advances its decarbonisation strategy and environmental data systems, climate risk considerations will continue to be embedded within strategic planning and operational decision-making processes.



# Supply Chain Management

Retal's supply chain forms a strategic backbone of its development operations, shaping the company's ability to deliver projects efficiently, uphold quality standards, and support the national economic agenda. The company manages an extensive ecosystem of suppliers whose contributions span construction materials, engineering services, technology systems, customer care, and corporate support functions.

- ✦ Retal's procurement approach prioritises responsible sourcing, ethical practices, supplier accountability, and a strong commitment to local economic development.

Retal maintains strong expectations that all suppliers conduct business ethically and transparently, supported by corporate policies governing conflicts of interest, whistleblowing, and integrity in procurement. These controls ensure that supplier relationships uphold Retal's values and that procurement decisions remain objective, traceable, and aligned with corporate governance standards. All supplier agreements continue to include human rights clauses, consistent with the 100% contractual coverage achieved in 2024.

To sustain operational resilience,

Retal continues to diversify its supplier base, prioritise high-performing local partners, and implement monitoring systems that ensure reliability and compliance. The company's approach to supply chain management strengthens its ability to respond to market challenges, safeguard project timelines, and support national development goals through sustained local engagement.



## YEAR-ON-YEAR CONTEXT

In 2024, Retal screened 75% of new suppliers using environmental criteria and resolved **95%** of identified environmental issues.

In 2025, the focus expanded from screening commitments to structured audit implementation, reflecting deeper oversight maturity.

The continued inclusion of human rights clauses in 100% of supplier contracts and strong localisation performance (90.8% local suppliers and 98.4% of spending directed locally) demonstrate consistency and strengthening of supplier governance practices compared to 2024.



These performance results illustrate the company's structured approach to integrating environmental and social responsibility into supply chain governance.

## 2025 PERFORMANCE

### ✦ Supplier Base & Local Content

Total suppliers  
**1,641**

Local suppliers  
**1,490**

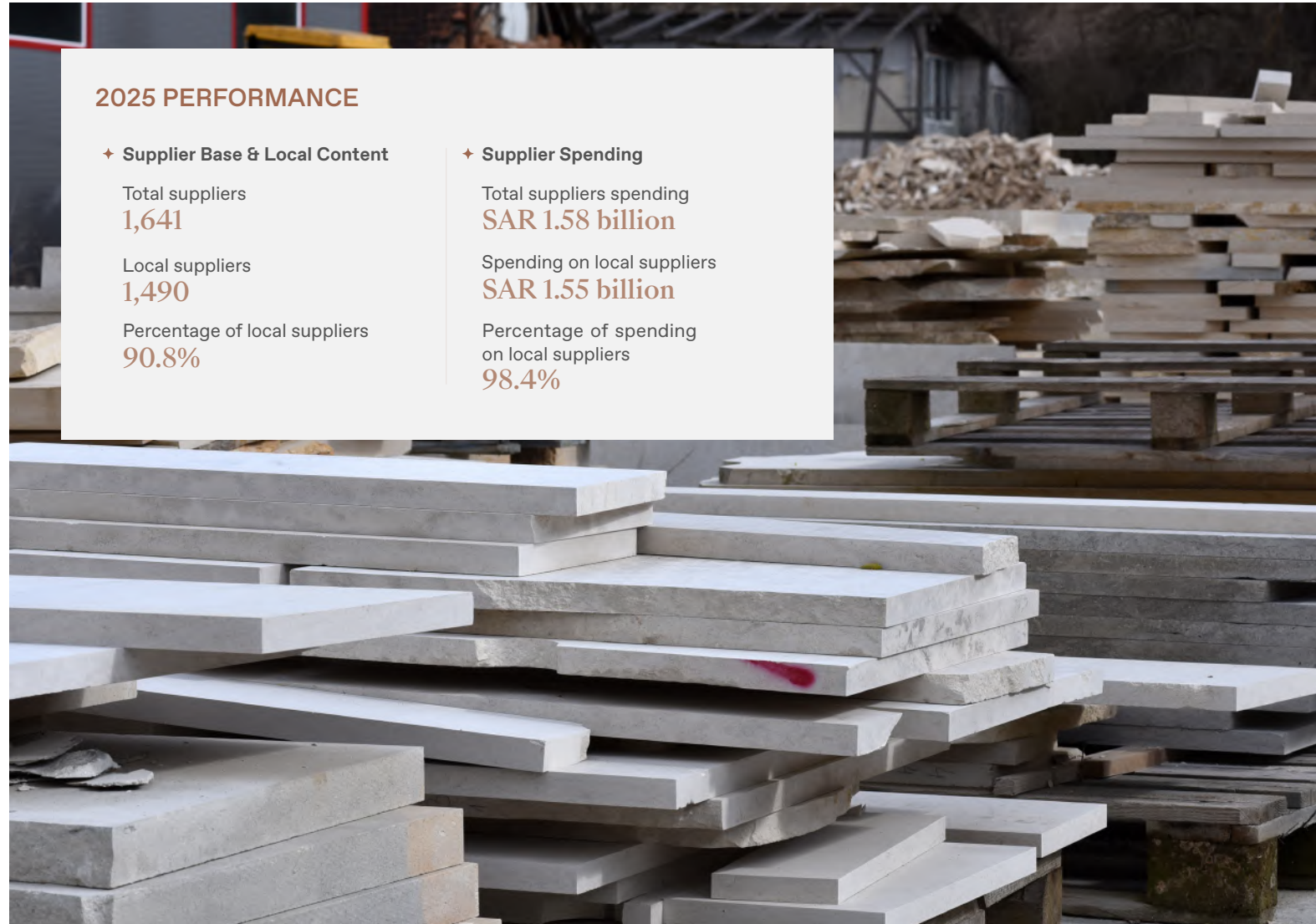
Percentage of local suppliers  
**90.8%**

### ✦ Supplier Spending

Total suppliers spending  
**SAR 1.58 billion**

Spending on local suppliers  
**SAR 1.55 billion**

Percentage of spending on local suppliers  
**98.4%**





# Appendix A: GRI Content Index

Placeholder for Content Index - Essential Service Mark

<b>Statement of use</b>	Retal Urban Development has reported in accordance with the GRI Standards for the period January 1, 2025, to December 31, 2025.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	None

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

GRI Standard/ Other Source	Disclosure	Direct Answer, Location, and/or Link	Omission
<b>General disclosures</b>			
GRI 2: General Disclosures 2021	2-1 Organisational details	11	
	2-2 Entities included in the organisation’s sustainability reporting	5	
	2-3 Reporting period, frequency and contact point	5	
	2-4 Restatements of information	No restatements	
	2-5 External assurance	No external assurance was conducted for SR25	
	2-6 Activities, value chain and other business relationships	11	
	2-7 Employees	46	
	2-8 Workers who are not employees	80	
	2-9 Governance structure and composition	59-62	
	2-10 Nomination and selection of the highest governance body	62	
	2-11 Chair of the highest governance body	59	
	2-12 Role of the highest governance body in overseeing the management of impacts	59	
	2-13 Delegation of responsibility for managing impacts	59	
	2-14 Role of the highest governance body in sustainability reporting	59	
	2-15 Conflicts of interest	63	
	2-16 Communication of critical concerns	63	
	2-17 Collective knowledge of the highest governance body	59-61	
	2-18 Evaluation of the performance of the highest governance body	59	



GRI Standard/ Other Source	Disclosure	Direct Answer, Location, and/or Link	Omission
<b>General disclosures (Continued)</b>			
GRI 2: General Disclosures 2021	2-19 Remuneration policies	63	
	2-20 Process to determine remuneration	63	
	2-21 Annual total compensation ratio		"Confidentiality Constraints: Due to concerns about competitive sensitivity and the privacy of employees."
	2-22 Statement on sustainable development strategy	7, 8	
	2-23 Policy commitments	23, 24	
	2-24 Embedding policy commitments	23, 24	
	2-25 Processes to remediate negative impacts	47	
	2-26 Mechanisms for seeking advice and raising concerns	47	
	2-27 Compliance with laws and regulations	19, 59, 62, 64, 66	
	2-28 Membership associations		Information unavailable: Membership data was not consolidated for the reporting period.
	2-29 Approach to stakeholder engagement	18-19	
2-30 Collective bargaining agreements		Legal Prohibitions: Prohibited in KSA	
<b>Material Topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	20-21	
	3-2 List of material topics	22	
<b>Water Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	36	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	36	
	303-5 Water consumption	36, 80	
<b>Sustainable Materials</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	33	
<b>Waste Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	34, 35	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	34	
	306-2 Management of significant waste-related impacts	34	
	306-3 Waste generated	34, 80	



Managing Energy and GHG Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	29	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	30, 31	
	302-4 Reduction of energy consumption	79	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	29, 30, 79	
	305-2 Energy indirect (Scope 2) GHG emissions	29, 31, 79	
	305-3 Other indirect (Scope 3) GHG emissions	29, 32, 79	
Human Rights Across our Internal Operations			
GRI 3: Material Topics 2021	3-3 Management of material topics	47	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	47	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	47	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	47	
Employee Learning and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	43	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	44, 83	
	404-2 Programs for upgrading employee skills and transition assistance programs	43	
	404-3 Percentage of employees receiving regular performance and career development reviews	44, 83	
Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	45	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	The entry-level wage is above the minimum wage; SAR 4000 is the local minimum wage, and the ratio is not applicable.	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	46, 80, 81	
	405-2 Ratio of basic salary and remuneration of women to men	<b>Based on Monthly Basic Salary (KSA)</b> 0.943 - Ratio of basic salary of women to men (Staff) 0.941 - Ratio of basic salary of women to men in middle Management 0.864 - Ratio of basic salary of women to men in Senior Management <b>Based on Monthly Remuneration (KSA)</b> 0.941 - Ratio of basic remuneration of women to men (Staff) 0.941 - Ratio of remuneration salary of women to men in middle Management 0.867 - Ratio of remuneration salary of women to men Senior Management	



Health, Safety, and Wellbeing			
GRI 3: Material Topics 2021	3-3 Management of material topics	39	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	39	
	403-2 Hazard identification, risk assessment, and incident investigation	39	
	403-6 Promotion of worker health	39	
	403-8 Workers covered by an occupational health and safety management system	39, 40	
	403-9 Work-related injuries	40, 84, 85	
	403-10 Work-related ill health	40, 84, 85	
Talent Attraction and Retention			
GRI 3: Material Topics 2021	3-3 Management of material topics	41	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	42	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	41	
	401-3 Parental leave	82	
Governance, Ethics, and Integrity			
GRI 3: Material Topics 2021	3-3 Management of material topics	59	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	63	
	205-2 Communication and training about anti-corruption policies and procedures	63	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	55, 56	
Investing in Sustainable Buildings			
GRI 3: Material Topics 2021	3-3 Management of material topics	27-28	
Managing Climate Risk			
GRI 3: Material Topics 2021	3-3 Management of material topics	68	
Saudisation			
GRI 3: Material Topics 2021	3-3 Management of material topics	48-49	
Risk Management and Business Resilience			
GRI 3: Material Topics 2021	3-3 Management of material topics	66-67	

# Appendix B: GHG Emissions Methodology

## SCOPE 1 — DIRECT EMISSIONS

### Boundary

Emissions from sources owned or controlled by Retail, including:

- (i) stationary combustion from diesel generators at projects/offices;
- (ii) mobile combustion from company-controlled construction equipment and vehicles (diesel; gasoline); and
- (iii) fugitive emissions from refrigerant handling/top-ups (R410A).

The organisational boundary follows the operational control approach under the GHG Protocol Corporate Standard and is consistent between 2024 and 2025.

### Data Analysis and Methodology

Scope 1 emissions include direct greenhouse gas emissions from sources owned or controlled by the organisation. These primarily consist of fuel combustion from stationary sources (e.g., generators) and mobile sources (e.g., company-owned vehicles). Activity data was collected in the form of fuel consumption (e.g., litres of diesel or petrol, or kWh for gas). Emissions were calculated using emission factors from the UK Government GHG Conversion Factors 2025 (DEFRA).

The general calculation approach is as follows:

$$\text{EMISSIONS (KG CO}_2\text{E)} = \text{FUEL CONSUMPTION} \times \text{EMISSION FACTOR}$$

Emission factors are expressed in kg CO<sub>2</sub>e per unit of fuel (e.g., kg CO<sub>2</sub>e/litre or kg CO<sub>2</sub>e/kWh) and include contributions from CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O. Where relevant, emissions were disaggregated by gas and reported in carbon dioxide equivalent (CO<sub>2</sub>e).

All emissions were converted from kilograms to tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) for reporting purposes.

### Assumptions and Limitations

The calculation assumes that all reported fuel consumption data is complete and accurate. Where detailed data was unavailable, standard conversion factors were applied without adjustment for specific equipment efficiency or operating conditions.

DEFRA emission factors were used as a proxy for fuel combustion emissions. While these factors are widely accepted, they are based on UK averages and may not fully reflect local fuel composition or combustion efficiency in Saudi Arabia.



### Year-on-Year Context

Stationary emissions remained broadly comparable to 2024 (+~30%), showing continued reliance on diesel generators during construction phases. Refrigerant-related emissions increased marginally relative to 2024 leakage levels. Fire suppression emissions were zero in 2025 due to the absence of system refills or leakage events during the reporting period.

The variance in mobile emissions reflects expanded inclusion of construction equipment and vehicle fuel use under operational control in 2025, improving completeness and transparency of Scope 1 reporting.

### 2024 Emissions

Stationary Fuel Combustion: 4,397.58 tCO<sub>2</sub>e  
 Refrigerants Gas Leakage: 235.69 tCO<sub>2</sub>e  
 Fire Suppression Gas Leakage: 201.11 tCO<sub>2</sub>e  
 Mobile Fuel Combustion: 133.64 tCO<sub>2</sub>e  
 Total Scope 1 Emissions: 4,968 tCO<sub>2</sub>e

### 2025 Emissions

Stationary Fuel Combustion: 5,748.14 tCO<sub>2</sub>e  
 Mobile Fuel Combustion: 2,452 tCO<sub>2</sub>e  
 Refrigerants Gas Leakage: 249 tCO<sub>2</sub>e  
 Total Scope 1 Emissions: 8,449 tCO<sub>2</sub>e



## SCOPE 2 – INDIRECT ENERGY EMISSIONS

### Boundary

Scope 2 includes indirect emissions from purchased electricity consumed at Retal's headquarters, sales offices and two BCC sites using SECO power.

Retal applies the location-based approach in accordance with the GHG Protocol Corporate Standard, using the Saudi Electricity Company (SEC) national grid emission factor for the reporting year (2024 and 2025 respectively).

### Data Analysis and Methodology

Scope 2 emissions account for indirect greenhouse gas emissions from the consumption of purchased electricity.

Total electricity consumption for the reporting period was 3,901,222.32 kWh. Emissions were calculated using a location-based grid emission factor of 0.52 kg CO<sub>2</sub>e per kWh, representing the average emissions intensity of electricity generation in Saudi Arabia.

The calculation was performed using the following formula:

$$\text{EMISSIONS (KG CO}_2\text{E)} = \text{ELECTRICITY CONSUMPTION (KWH)} \times \text{GRID EMISSION FACTOR (KG CO}_2\text{E/KWH)}$$

Applying this methodology:

- ✦ Emissions = 3,901,222.32 × 0.52 = 2,028,636 kg CO<sub>2</sub>e
- ✦ Equivalent to 2,028.64 tCO<sub>2</sub>e

All emissions were converted to tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) for reporting.

### Assumptions and Limitations

Electricity consumption data is assumed to be complete and accurately measured. Any gaps or estimation in consumption data may affect the accuracy of the results.

### Year-on-Year Context

The increase in 2025 scope 2 emissions is due to the inclusion of additional locations. No market-based instruments (e.g., RECs or green tariffs) were applied in either year.

### 2024 Emissions

Scope 2 Emissions (location-based, HQ and sales offices): 647.25 tCO<sub>2</sub>e

### 2025 Emissions

Scope 2 Emissions (location-based, HQ and sales offices): 1,515.38 tCO<sub>2</sub>e

Scope 2 Emissions (location-based, Dhahran Labour Camp and Ayala Al Mohammadiyah): 513.26 tCO<sub>2</sub>e

Total Scope 2 Emissions (location-based): 2,028.64 tCO<sub>2</sub>e





## SCOPE 3 – VALUE CHAIN EMISSIONS

### CATEGORY 1 – PURCHASED GOODS AND SERVICES

#### Boundary

Includes embodied carbon emissions associated with construction materials used in 14 BCC projects (excluding Remal Business Court commercial building), as captured through Bills of Quantities (BOQs) for each villa typology.

#### Data Analysis and Methodology

Embodied carbon emissions were estimated using a quantity-based approach derived from BOQs and typology-level data for each project. The BOQs provided detailed information on material quantities, which were used to calculate emissions using One Click LCA. Emissions per unit were calculated as:

$$\text{EMISSIONS PER UNIT} = \text{SUM OF (MATERIAL QUANTITY} \times \text{EMISSION FACTOR)}$$

For each villa typology, emissions (tCO<sub>2</sub>e) and emission intensity (kgCO<sub>2</sub>e/m<sup>2</sup>) were obtained based on material quantities and corresponding emission factors. These typology-level results were then combined with project data, including the number of units (quantity) and built-up area (BUA) per unit.

Total emissions for each typology were calculated by multiplying the emissions per unit by the number of units:

$$\text{TOTAL EMISSIONS} = \text{EMISSIONS PER UNIT} \times \text{NUMBER OF UNITS}$$

Similarly, total built-up area was calculated by multiplying the area per unit (m<sup>2</sup>) by the number of units:

$$\text{TOTAL AREA} = \text{AREA PER UNIT} \times \text{NUMBER OF UNITS}$$

These values were aggregated across all typologies to determine total project emissions and total project area:

- ✦ Total Project Emissions = sum of Total Emissions
- ✦ Total Project Area = sum of Total Area

Finally, an overall emission intensity (kgCO<sub>2</sub>e/m<sup>2</sup>) was calculated by dividing total emissions by total built-up area:

- ✦ Emission Intensity = (Total Emissions × 1000) ÷ Total Area

#### Assumptions and Limitations

Assumptions were made due to data constraints and the structure of the available BOQs:

Typology-based scaling: Emissions were calculated at the typology level and scaled using the number of units. This assumes that each unit within a typology has identical material quantities and design, which may not account for minor variations.

Data completeness: BOQs may not include all materials (for example, minor components, temporary works, or site-specific variations).

#### Year-on-Year Context

The Scope 3 Category 1 assessment expanded from 8 projects in 2024 to 14 projects in 2025, improving the representativeness of embodied carbon estimates across the development portfolio. Variations in reported intensity should be interpreted in the context of this broader data coverage and ongoing improvements in data maturity.

## CATEGORY 3 – FUEL AND ENERGY RELATED ACTIVITIES

#### Boundary

Includes indirect upstream emissions associated with purchased electricity, specifically emissions from transmission and distribution (T&D) losses occurring within the national grid supplying Retail's operations.

The boundary is limited to electricity consumed within Scope 2.

#### Data Analysis and Methodology

Total purchased electricity for the reporting period was 3,901,222.32 kWh. To estimate the additional electricity generated but not delivered due to grid inefficiencies, a transmission loss rate of 8.5% was applied.

Because grid loss rates are defined as a percentage of electricity sent through the network, purchased electricity was adjusted using a gross-up factor. The electricity lost during transmission was calculated using the following formula:

$$\text{ELECTRICITY LOST (KWH)} = \text{PURCHASED ELECTRICITY} \times (L / (1 - L))$$

Where L = transmission loss rate.

Applying this method:

- ✦ Loss factor = 0.0929
- ✦ Electricity lost = 362,405 kWh

Emissions were then calculated using:

Emissions (kg CO<sub>2</sub>e) = Electricity lost × Grid emission factor

- ✦ Emissions = 188,451 kg CO<sub>2</sub>e (188.45 tCO<sub>2</sub>e)

#### Assumptions and Limitations

- ✦ A national average loss rate (8.5%) was used
- ✦ Assumes uniform grid losses
- ✦ Assumes same emission intensity for lost and delivered electricity



## CATEGORY 5 – WASTE GENERATED

### Boundary

Includes emissions from treatment and disposal of construction and operational waste generated from 15 BCC projects (including Remal Business Court) and 5 Retal offices.

Waste streams include concrete, metals, wood, plastics, paper/ cardboard, and general/food waste, with landfill assumed as the disposal method.

### Data Analysis and Methodology

A composition-based approach was used.

Due to the absence of project-specific waste breakdown data, a comparative dataset from Alpin resources was used to estimate the waste composition (%) by material category. The derived percentage split was applied to total waste to estimate waste quantities per category (tonnes). Emissions were then calculated using DEFRA emission factors.

### Key formulas

$$\text{WASTE (TONNES)} = \text{TOTAL WASTE} \times \text{WASTE CATEGORY \%}$$

$$\text{EMISSIONS (KG CO2E)} = \text{WASTE QUANTITY (TONNES)} \times \text{EMISSION FACTOR (KG CO2E PER TONNE)}$$

$$\text{TOTAL EMISSIONS} = \text{SUM OF EMISSIONS ACROSS ALL CATEGORIES}$$

All results were converted to tCO<sub>2</sub>e.

For office waste, total waste (tonnes) across all locations was multiplied by the relevant emission factor.

### Assumptions and Limitations

- ✦ Waste composition based on proxy dataset from Alpin resources
- ✦ All waste assumed landfill
- ✦ No segregation or treatment data available

## CATEGORY 6 – BUSINESS TRAVEL

### Boundary

Includes emissions from employee business travel by air under Retal's operational control. Limited to air travel only due to data availability.

### Data Analysis and Methodology

Emissions were calculated based on flight distance (km) and DEFRA emission factors.

Each journey was broken into individual flight legs, and total distance was calculated. All travel was assumed to be economy class.

Flights were classified according to the DEFRA 2025 methodology into appropriate haul categories (short-haul, long-haul, and international flights). For international routes outside the UK, emission factors from the "International, to/from non-UK" category were applied. Emissions from each flight was calculated and summed up to give total emissions. The formula is listed below.

### Formula:

$$\text{EMISSIONS (KG CO2E)} = \text{DISTANCE (KM)} \times \text{EMISSION FACTOR (KG CO2E PER PASSENGER.KM)}$$

Emission factors include radiative forcing (RF) to capture non-CO<sub>2</sub> impacts.

Results were reported in tCO<sub>2</sub>e.

### Assumptions and Limitations

- ✦ Only air travel included
- ✦ All passengers assumed economy class
- ✦ DEFRA factors used as proxy for global aviation emissions

## CATEGORY 7 – EMPLOYEE COMMUTING

### Boundary

Includes emissions from employee commuting between home and workplace within Retal's operational boundary.

### Data Analysis and Methodology

A distance-based approach was used. Annual commuting distance per employee was calculated using daily round-trip distance and working days per year.

### Formula:

$$\text{EMISSIONS (311,831.52 KG CO2E)} = \text{NUMBER OF EMPLOYEES (236)} \times \text{DAILY ROUND-TRIP DISTANCE (40 KM)} \times \text{WORKING DAYS PER YEAR (231)} \times \text{EMISSION FACTOR (0.143 KG CO2E PER KM)}$$

Results were converted to tCO<sub>2</sub>e, to give 311.83 tCO<sub>2</sub>e.

### Assumptions and Limitations

- ✦ All employees assumed to commute by car
- ✦ 40 km round-trip distance applied
- ✦ 231 working days assumed
- ✦ No variation in transport mode or behaviour

## SCOPE 3 – OTHER INDIRECT EMISSIONS ➤

### 2024 Emissions

Category 1 – Purchased Goods and Services: 510.048 kgCO<sub>2</sub>eq/m<sup>2</sup>  
Category 5 – Waste Generated: Construction Waste: 49.74 tCO<sub>2</sub>e

### 2025 Emissions

Category 1 – Purchased Goods and Services: 525.58 kgCO<sub>2</sub>eq/m<sup>2</sup>  
Category 3 – Fuel- and Energy-Related Activities: 188.45 tCO<sub>2</sub>eq  
Category 5 – Waste Generated: Construction Waste: 9,877.72 tCO<sub>2</sub>eq  
Office Waste: 24.85 tCO<sub>2</sub>eq  
Category 6 – Business Travel: 69.40 tCO<sub>2</sub>eq  
Category 7 – Employee Commuting: 311.83 tCO<sub>2</sub>eq

# Appendix C: Data Coverage Tables

## ENVIRONMENTAL

\*Includes stationary combustion, mobile fuel consumption, refrigerant gas leakage, and fire suppression gas leakage.

\*\*Includes stationary combustion, mobile fuel consumption, and refrigerant gas leakage.

GHG Emissions <small>GRI 305-1, 305-2, 305-3</small>				
	Unit	2023	2024	2025
Total Scope 1 Emissions	tCO <sub>2</sub> e	NA	4,968.02*	8,449** ↑
Total Scope 2 Emissions (location-based)	tCO <sub>2</sub> e	653.24	647.25	2,028.64 ↑
Scope 3 Category 1 Purchased Goods and Services	kgCO <sub>2</sub> e per m <sup>2</sup>	NA	510.048	525.58 ↑
Category 3 – Fuel- and Energy-Related Activities	tCO <sub>2</sub> e	NA	NA	188.45
Category 5 – Waste Generated: Construction Waste	tCO <sub>2</sub> e	NA	NA	9,877.72
Category 5 – Waste Generated: Office Waste	tCO <sub>2</sub> e	NA	49.74	24.85 ↓
Category 6 – Business Travel	tCO <sub>2</sub> e	NA	NA	69.40
Category 7 – Employee Commuting	tCO <sub>2</sub> e	NA	NA	311.83

Energy Consumption				
	Unit	2023	2024	2025
Fuel Consumption (HQ and Sales Offices)				
Gasoline - 91	Liters	NA	56,986.70	59,135.2 ↑
Gasoline - 95	Liters	NA	NA	3,285.4
Diesel	Liters	NA	3,657.71	3,471.3 ↓
Fuel Consumption (Projects)				
Construction Equipment & Vehicles (including DG Sets)	Liters	NA	1,649,960.13	2,545,726 ↑
Electricity <small>GRI 302-4</small>				
Electricity Consumption (HQ and Sales Offices)	kWh	1,146,033***	1,176,815***	2,914,192 ↑
Electricity Consumption (Dhahran Labour Camp and Ayala Al Mohammadiyah)	kWh	NA	NA	987,030
<b>Total Electricity Consumption</b>	<b>kWh</b>	<b>1,146,033***</b>	<b>1,176,815***</b>	<b>3,901,222 ↑</b>

\*\*\*RBC Data only



\*\*\*\*Includes 8 projects

\*\*\*\*\*Includes 15 projects

Waste Generation <small>GRI 306-3</small>				
	Unit	2023	2024	2025
Waste Generated (HQ and Sales Offices)	kg	425,600	77,984	47,738 ↓
Waste Generated (Projects)	tonnes	NA	21,519.36****	235,720***** ↑

Water Consumption <small>GRI 303-5</small>				
	Unit	2023	2024	2025
Water Consumption - (HQ and Sales Offices) (NWC)	m <sup>3</sup>	NA	NA	13,266.6
Water Consumption - (HQ and Sales Offices) (Water Tanks)	m <sup>3</sup>	NA	NA	17,798.0
Total Water Consumption - (HQ and Sales Offices)	m <sup>3</sup>	NA	25,599.8	31,064.6 ↑

## SOCIAL DATA

Human Capital and Composition <small>GRI 405-1</small>				
	Unit	2023	2024	2025
<b>Full-time employees</b>	Number	258	259	236
Female full time employees	Number	84	83	81
Male full time employees	Number	174	176	155
<b>Part-time employees</b>	Number	NA	NA	0
Female part time employees	Number	NA	NA	0
Male part time employees	Number	NA	NA	0
<b>Permanent employees</b>	Number	9	18	22
Female permanent employees	Number	NA	NA	13
Male permanent employees	Number	NA	NA	9
<b>Temporary employees</b>	Number	249	241	214
Female temporary employees	Number	NA	NA	68
Male temporary employees	Number	NA	NA	146
<b>Workers who are not employees</b> <small>GRI 2-8</small>	Number	NA	NA	90



Workforce by Category and Gender				
	Unit	2023	2024	2025
<b>Senior Management</b>	Number	NA	NA	25
Male employees in senior management	Number	NA	NA	24
Female employees in senior management	Number	NA	NA	1
<b>Middle Management</b>	Number	NA	NA	66
Female employees in middle management	Number	NA	NA	14
Male employees in middle management	Number	NA	NA	52
<b>Staff</b>	Number	NA	NA	145
Female employees	Number	NA	NA	65
Male employees	Number	NA	NA	80

Workforce by Age Group				
	Unit	2023	2024	2025
18-30	Number	NA	NA	81
31-40	Number	NA	NA	116
41-50	Number	NA	NA	35
51+	Number	NA	NA	4



New Hires and Turnover				
	Unit	2023	2024	2025
Total number of new employees who joined the organisation	Number	86	87	66
Total number of new employees who joined the organisation (female)	Number	63	56	21
Total number of new employees who joined the organisation (male)	Number	23	31	45
Total number of new employees who joined the organisation (18-30)	Number	NA	NA	24
Total number of new employees who joined the organisation (31-40)	Number	NA	NA	34
Total number of new employees who joined the organisation (41-50)	Number	NA	NA	7
Total number of new employees who joined the organisation (51+)	Number	NA	NA	1
Total number of employees who left the organisation	Number	NA	NA	87
Total number of employees who left the organisation (female)	Number	NA	NA	28
Total number of employees who left the organisation (male)	Number	NA	NA	59
Total number of employees who left the organisation (18-30)	Number	NA	NA	28
Total number of employees who left the organisation (31-40)	Number	NA	NA	35
Total number of employees who left the organisation (41-50)	Number	NA	NA	22
Total number of employees who left the organisation (51+)	Number	NA	NA	2
Turnover Rate	Percentage	NA	8.4	37

Parental Leave <small>GRI 401-3</small>				
	Unit	2023	2024	2025
Total number of employees that were entitled to parental leave (female)	Number	NA	NA	2
Total number of employees that were entitled to parental leave (male)	Number	NA	NA	7
Total number of employees that took parental leave (female)	Number	2	1	2
Total number of employees that took parental leave (male)	Number	0	10	7
Total number of employees who returned to work after parental leave ended (return to work)	Number	NA	NA	8
Total number of employees returned from parental leave who were still employed twelve months after return to work (retention)	Number	NA	NA	1



Training and Development <small>GRI 404-1</small>				
	Unit	2023	2024	2025
Training for females	Hours	NA	NA	1,104
Training for males	Hours	NA	NA	1,703
Training for total workforce	Hours	2,714	2,970	2,807
Total number of training for senior management	Hours	NA	NA	270
Total number of training for middle management	Hours	NA	NA	890
Total number of training for staff	Hours	NA	NA	1,647
Average hours of training per year per female employee	Hours	NA	NA	13.63
Average hours of training per year per male employee	Hours	NA	NA	10.99
Average hours of training per year per employee	Hours	10.5	11.5	11.89

Performance Reviews <small>GRI 404-3</small>				
	Unit	2023	2024	2025
Number of employees who received a regular performance and career development review	Number	NA	NA	236
Number of female employees	Number	NA	NA	85
Number of male employees	Number	NA	NA	151

Saudisation				
	Unit	2023	2024	2025
Percentage of Saudisation	Percentage	66	67	64
Total number of Saudi employees	Number	NA	NA	151
Number of Saudi employees (Female)	Number	NA	NA	71
Number of Saudi employees (Male)	Number	NA	NA	80
Number of Saudi employees by position (Staff)	Number	NA	NA	120
Number of Saudi employees by position (Middle Management)	Number	NA	NA	22



Saudisation				
	Unit	2023	2024	2025
Number of Saudi employees by position (Senior Management)	Number	NA	NA	9
Training hours provided per Saudi employee per year	Hours	NA	NA	18.8
Percentage of Saudi New Hires	Percentage	NA	NA	68.2
Number of Saudi New Hires	Number	NA	NA	45
Number of Saudi New Hires (Female)	Number	NA	NA	17
Number of Saudi New Hires (Male)	Number	NA	NA	28
Number of Saudi New Hires (Staff)	Number	NA	NA	29
Number of Saudi New Hires (Middle Management)	Number	NA	NA	12
Number of Saudi New Hires (Senior Management)	Number	NA	NA	10

Health and Safety Management				
	Unit	2023	2024	2025
Workers covered by the health and safety management system	Number/Percentage	NA	NA	2,840 (100%)
Workers covered by the health and safety management system that has been internally audited	Number/Percentage	NA	NA	2,840 (100%)
Workers covered by the health and safety management system that has been audited or certified by an external party	Number/Percentage	NA	NA	2,840 (100%)

OHS-related Key Performance Indicators <small>GRI 403-9, 403-10</small>				
	Unit	2023	2024	2025
Total Contractor Hours	Hours	NA	NA	1,772,160
Employee Fatalities As A Result Of Work-Related Injury	Number	NA	0	0
Contractor Fatalities As A Result Of Work-Related Injury	Number	NA	0	0



Employee Lost-Time Injuries	Number	NA	NA	0
Contractor Lost-Time Injuries	Number	NA	NA	2
Employee Total Recordable Injuries	Number	NA	0	0
Contractor Total Recordable Injuries	Number	NA	0	6
Average Incident Rate	Rate	NA	2.3	xx

Customer Satisfaction				
	Unit	2023	2024	2025
Customer satisfaction	Percentage	NA	4.6/5	76
Percentage of customers actively responding the survey	Percentage	NA	NA	20.33
Customer complaints received	Number	NA	1,034	1,197
Customer complaints resolved	Percentage	NA	96	100

## GOVERNANCE

Supply Chain Management				
	Unit	2023	2024	2025
Total number of suppliers	Number	NA	NA	1,641
Total number of local suppliers	Number	NA	NA	1,490
Percentage of local suppliers	Percentage	NA	NA	90.79
Total spending on suppliers	Reporting Currency (₹)	NA	NA	1,582,068,675
Total spending on locally-based suppliers	Reporting Currency (₹)	NA	NA	1,557,420,632
Percentage of spending on local suppliers	Percentage	80	90	98.40



Cyber Attacks				
	Unit	2023	2024	2025
Attempted cyberattacks	Number	NA	NA	2
Succesful cyberattacks	Number	NA	NA	0

Customer Privacy				
	Unit	2023	2024	2025
Data security breaches	Number	NA	NA	0
Complaints received and substantiated by the organisation	Number	NA	NA	0



# Appendix D: Abbreviations

Abbreviation	Meaning
AI	Artificial Intelligence
BIM	Building Information Modelling
BCC	Building Construction Company
BOQ	Bill of Quantities
CEO	Chief Executive Officer
CMA	Capital Market Authority
CSAT	Customer Satisfaction Score
CSR	Corporate Social Responsibility
CWMP	Construction Waste Management Plan
D&I	Diversity and Inclusion
EMS	Environmental Management System
EPD	Environmental Product Declaration
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
GHG	Greenhouse Gas
GHG Protocol	Greenhouse Gas Protocol
GRI	Global Reporting Initiative
GWP	Global Warming Potential
HCM	Human Capital Management
HSE	Health, Safety, and Environment

Abbreviation	Meaning
HR	Human Resources
ISO	International Organization for Standardization
IT	Information Technology
ILO	International Labour Organization
KPI	Key Performance Indicator
LCA	Life Cycle Assessment
LEED	Leadership in Energy and Environmental Design
MEWA	Ministry of Environment, Water and Agriculture
MoMRAH	Ministry of Municipal, Rural Affairs and Housing
MWAN	National Center for Waste Management
NCEC	National Center for Environmental Compliance
NRC	Nomination & Remuneration Committee
NWC	National Water Company
PII	Personally Identifiable Information
PV	Photovoltaic
RCA	Root Cause Analysis
RECs	Renewable Energy Certificates
SAR	Saudi Arabian Riyal
SDGs	Sustainable Development Goals
SEC	Saudi Electricity Company
SLA	Service Level Agreement
UK DESNZ	United Kingdom Department for Energy Security and Net Zero
VoC	Voice of Customer



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