

فقيه.

مجموعة فقيه للرعاية الصحية
Fakeeh Care Group

CARING FOR GENERATIONS

Sustainability Report
2024

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01 OVERVIEW

ABOUT THIS REPORT

This Report covers Fakeeh Care Group’s operations within the Kingdom of Saudi Arabia. References in this report to “Fakeeh Care Group”, “FCG”. “The Group”, “us”, “we”, and “our” all refer to Fakeeh Care Group and its entities, unless otherwise stated or indicated in the context. All monetary references are in Saudi Riyals (SAR).



Reporting Structure

To uphold transparency, we align our reporting methodologies with globally recognized Global Reporting Initiative (GRI) standards. This ensures that our disclosures maintain consistency, comparability, and adherence to industry-leading sustainability reporting practices, reinforcing our commitment to robust ESG governance.



Reporting Period

This report presents a detailed review of our performance, achievements, and challenges throughout fiscal year 2024.



Reporting Boundary

Our reporting scope encompasses all healthcare and educational operations within Saudi Arabia.



Governance and Responsibility

Our ESG journey is shaped by the strategic oversight and commitment of our Board. Understanding the long-term implications of sustainability, the Board actively integrates ESG principles into corporate strategy, governance frameworks, and decision-making processes.

Some information presented in this report has been restated from previous reporting periods due to the expansion of operational boundaries such as the addition of new facilities. In certain cases, restatements were also made to correct previously identified inaccuracies. These revisions reflect our ongoing commitment to improving the quality, accuracy, and transparency of our sustainability reporting.

Contact Us

We welcome feedback on this report as well as on any aspect of our sustainability performance and data. Please reach out to our Sustainability Office at ESG@FAKEEH.CARE

ABBREVIATIONS

Abbreviation	Definition
ESG	Environment, Social, Governance
UNSDG	United Nations Social Development Goals
CSR	Corporate Social Responsibility
GHG	Greenhouse Gas
SCFHS	Saudi Commission for Health Specialties
CME	Continuing Medical Education
CMA	Capital Market Authority
FCG or The Group	Fakeeh Care Group
DSFH	Dr. Soliman Fakeeh Hospital
FCMS	Fakeeh College for Medical Sciences
VBC	Value Based Care
PROMs	Patient-Reported Outcome Measures
AABB	American Association of Blood Banks
AHU	Air Handling Unit
ANCC	American Nurses Credentialing Center
CAP	College of American Pathologists
kWh	kilowatt-hour
tCO2e	Tonnes of carbon dioxide equivalent
CBAHI	Saudi Central Board for Accreditation of Healthcare Institutions

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02

ABOUT FAKEEH CARE GROUP

OUR STORY

In 1978, during a time of significant national growth, Fakeeh Care Group began its journey to provide comprehensive healthcare services to an underserved population. From these modest beginnings 47 years ago, we have evolved into a premier multi-specialty healthcare network and a pioneer in medical practice.

Over the past 47 years, we have distinguished ourselves through clinical excellence and patient-centric care, supported by a uniquely academic healthcare delivery ecosystem. At the heart of our expansion lies the "Fakeeh DNA" rooted in compassion and excellence, guiding the Group as it strategically extends its footprint across the Kingdom.

Standing by Our Promise

Over 47 years, Fakeeh Care Group continues to deliver high-quality, value-driven healthcare services. Our patient-first approach, founded on clinical excellence and innovation, ensures accessible, compassionate care for all.

Anchored by state-of-the-art infrastructure, cutting-edge technology, and a highly skilled medical team, we have solidified our reputation as a trusted leader across the Kingdom. Our integrated healthcare model seamlessly unites advanced medical technologies with a continuum of care, ensuring coordinated, efficient, and personalized treatment.

Our flagship facility in Jeddah has been recognized as the top private hospital in Saudi Arabia for the third consecutive year—and second overall among all hospitals nationwide—by Newsweek's 2025 "World's Best Hospitals" ranking covering 2024.

Innovation remains at the core of our journey. By fostering a connected wellness ecosystem, we continually raise healthcare standards and enhance patient experiences.

Our sustained growth attests to the trust our patients place in us, and to the meaningful impact we have on their lives. Throughout every challenge, we have shown resilience and unwavering dedication to progress.

Beyond exceptional patient care, Fakeeh Care Group shapes the future of healthcare. Through Fakeeh College for Medical Sciences, we equip the next generation of professionals with the knowledge and expertise to drive healthcare excellence. In parallel, our continuous investment in research and innovation keeps us at the forefront of medical advancements, improving patient outcomes and setting new benchmarks as we lead by example.

By integrating cutting-edge technology, advancing medical education, and conducting leading research, we shape the future of healthcare while delivering lasting value to our patients and communities. Our commitment to innovation is further illustrated by the establishment of the Institute of Robotic Surgery at our Jeddah facility. There, the da Vinci Xi robot has been employed in various surgeries—including cardiac, urological, and gynaecological procedures—pushing the boundaries of modern medical care.

Vision

To be the reference where compassion meets excellence to empower healthier communities.

Mission

High-quality academic integrated health systems enabled by cutting-edge technology and research.

OUR HISTORY

OVER 4 **DECADES** COMMITMENT
OF SAVING LIVES

1994

Khadija Attar Center - The opening of the Khadija Attar Center for Children with Special Needs.

1984 - 1994

Performed **first IVF, renal and heart** transplant
First reported **DHF virus** in KSA
First hospital expansion in 1986

1978

DSFH Jeddah was founded by **Dr. Soliman Fakeeh**

2003

Fakeeh College of Medical Sciences - Fakeeh College of Medical Sciences established.

2012

Discovery of MERS Virus - Discovery of the virus causing Middle East Respiratory Syndrome (MERS) in the laboratory of DSFH Jeddah.

2014

Robotic Surgery - Dr. Soliman Fakeeh Hospital became the first private hospital in the Kingdom equipped with Da Vinci Robot for robotic surgery.

2013

Commenced **Fakeeh Home Health Care** and **Fakeeh Tech**

2017

Introduced **MBBS in Fakeeh Medical College**
Launched **DSFMC Executive Clinic**

2019

Acquired Saudia Medical Services (SMS), later rebranded to **Medical Fakeeh**
Launched **DSFMC in Al Nuzha**

2018

Launched **DSFMC in Al Basateen**

2022

Acquired **DSFH Riyadh**
DSFH Jeddah ranked as **#1 KSA private hospital** in 2022

2023

Commenced operations in **NEOM hospital and clinic**
DSFH Jeddah ranked as **#1 KSA private hospital** in 2023

2024

DSFH Madinah set to open in March 2025

IPO on the Tadawul

DSFH Jeddah ranked as **#1 KSA private hospital** in 2024



CHAIRMAN'S

MESSAGE

"Growth & Social Welfare"

As Chairman of the Board of Directors of Fakeeh Care Group, it is with great pride that I present our 2024 Sustainability Report. Sustainability is a philosophy that has guided us for over four decades and is deeply embedded in our mission to transform lives through clinical excellence, compassionate care, health education, and social responsibility.

Our founder, Dr. Soliman Abdulqader Fakeeh, envisioned healthcare as an act of service to society. The Group's purpose extended beyond delivering medical treatments to elevating community health, investing in education, and building healthcare capabilities for the Kingdom. Over the years, we have pioneered several firsts in Saudi Arabia's private healthcare sector always with a commitment to serving people.

Our commitment to social responsibility includes charitable care, medical education, partnerships with public health institutions, and awareness campaigns. The establishment of Fakeeh College of Medical Science exemplifies our belief that healthcare excellence begins with education and talent development.

Healthcare sustainability for us means delivering clinical excellence with integrity, nurturing a resilient workforce, protecting our environment, and upholding ethics and transparency. Fakeeh Care Group is committed to contributing to the ambitions of Saudi Vision 2030 by enhancing health outcomes, driving economic growth through innovation and job creation, and maintaining responsible governance and sustainability leadership.

I take pride in our achievements while remaining keenly aware of the work that lies ahead. Sustainability is a journey of continuous improvement, and we remain committed to deepening our impact every year. I extend my gratitude to the Board of Directors for strong ESG oversight, to our president Dr. Mazen Fakeeh for strategic excellence, and to our talented team for embodying our values daily. Thank you to our patients and communities for their trust.

Mr. Ammar Soliman Fakeeh
Chairman of the Board of Directors



PRESIDENT'S

MESSAGE

"A Resilient Organization"

At Fakeeh Care Group, we believe that advancing healthcare goes hand in hand with advancing sustainability. As we continue to expand our footprint and deepen our impact, we recognize that true excellence is measured by clinical outcomes as well as by the value we create for people, communities, and the environment.

Since 2012, we have integrated corporate social responsibility into the fabric of our organization. In 2024, that commitment evolved into a broader, more ambitious vision; one that places environmental and social responsibility at the core of our long-term strategy.

Our goal is not only to deliver world-class medical care, but to do so in a way that builds healthier communities, reduces our environmental footprint, and drives lasting value for society.

The 2024 Sustainability Report is a transparent reflection of that journey. It documents our achievements, acknowledges the challenges we face, and outlines the goals we are determined to reach. Whether through energy optimization, smart water use, sustainable design, or

community investment, we are guided by Saudi Vision 2030 and aligned with leading global practices as we embed sustainability across our operations. Our strategy is built on resilience, innovation, and purpose.

We are future proofing our infrastructure, investing in transformative initiatives like value-based and digital health, and equipping our people with the tools to lead in an increasingly interconnected world. Sustainability is not a parallel agenda, it is integral to how we operate, how we govern, and how we define success.

As we look ahead, we strive to deliver healthcare that is not only exceptional in quality, but responsible in impact. Together with our patients, partners, and people, we are building a system of care that is capable, compassionate, and sustainable for generations to come.

Dr. Mazen Soliman Fakeeh
President

AWARDS & RECOGNITION



AABB

Accreditation program for hospitals and blood banks that ensures they meet the highest standards of quality and safety in blood and blood product transfusion services. It is administered by the American Association of Blood Banks (AABB).



PLANETREE

A recognition program that honors healthcare organizations that demonstrate a commitment to providing patient-centered care. It is based on the importance of creating a healing environment that supports the physical, emotional, and spiritual needs of patients and their families.



MAGNET

A prestigious award given to hospitals that demonstrate excellence in nursing care. It is the highest honor a hospital can receive from the American Nurses Credentialing Center (ANCC).



AMERICAN HEART ASSOCIATION

A prestigious award given to organizations and individuals who have made significant contributions to the prevention, treatment, and research of heart disease and stroke.



CBAHI

The Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI) is the official agency authorized to grant accreditation certificates to all governmental and private healthcare facilities operating in Saudi Arabia.



CAP

Certification for laboratories for highest standards of excellence by the College of American Pathologists (CAP).



ISO 9001

An internationally recognized standard that specifies requirements for a quality management system (QMS). It helps organizations ensure that they can consistently meet the needs of their customers and other stakeholders.



HIMSS

A framework developed by the Healthcare Information and Management Systems Society (HIMSS) to evaluate the adoption and implementation of electronic health records (EHRs) in healthcare organizations. It provides a standardized approach to measuring the progress of organizations in adopting and using EHRs effectively.



OUR GEOGRAPHIC FOOTPRINT



Inspiring Trust Across Geographies



Over **4 decades** of Clinical Excellence



Over **1,500** Medical Students with 4 undergraduate and 7 postgraduate medical programs



Approx. **1,000** Doctors



Approx. **1,500** Nurses



835 Operational Beds



Leader in Academic Healthcare

Hospitals

- 1 DSFH Jeddah
- 2 DSFH Riyadh
- 3 NEOM Hospital (O&M)
- 4 DSFH Madinah

Ambulatory Care Centers

- 5 Medical Fakeeh
- 6 DSFMC Basateen
- 7 DSFMC Nuzha
- 8 DSFMC Executive Clinic
- 9 NEOM Advanced Medical Center (O&M)

Education & Healthcare Support Services

- 10 FCMS
- 11 Fakeeh Home Healthcare
- 12 Emergency Medical Services
- 13 Fakeeh Tech
- 14 Fakeeh Vision and Fakeeh Complementary

03

JOURNEY TOWARDS SUSTAINABILITY

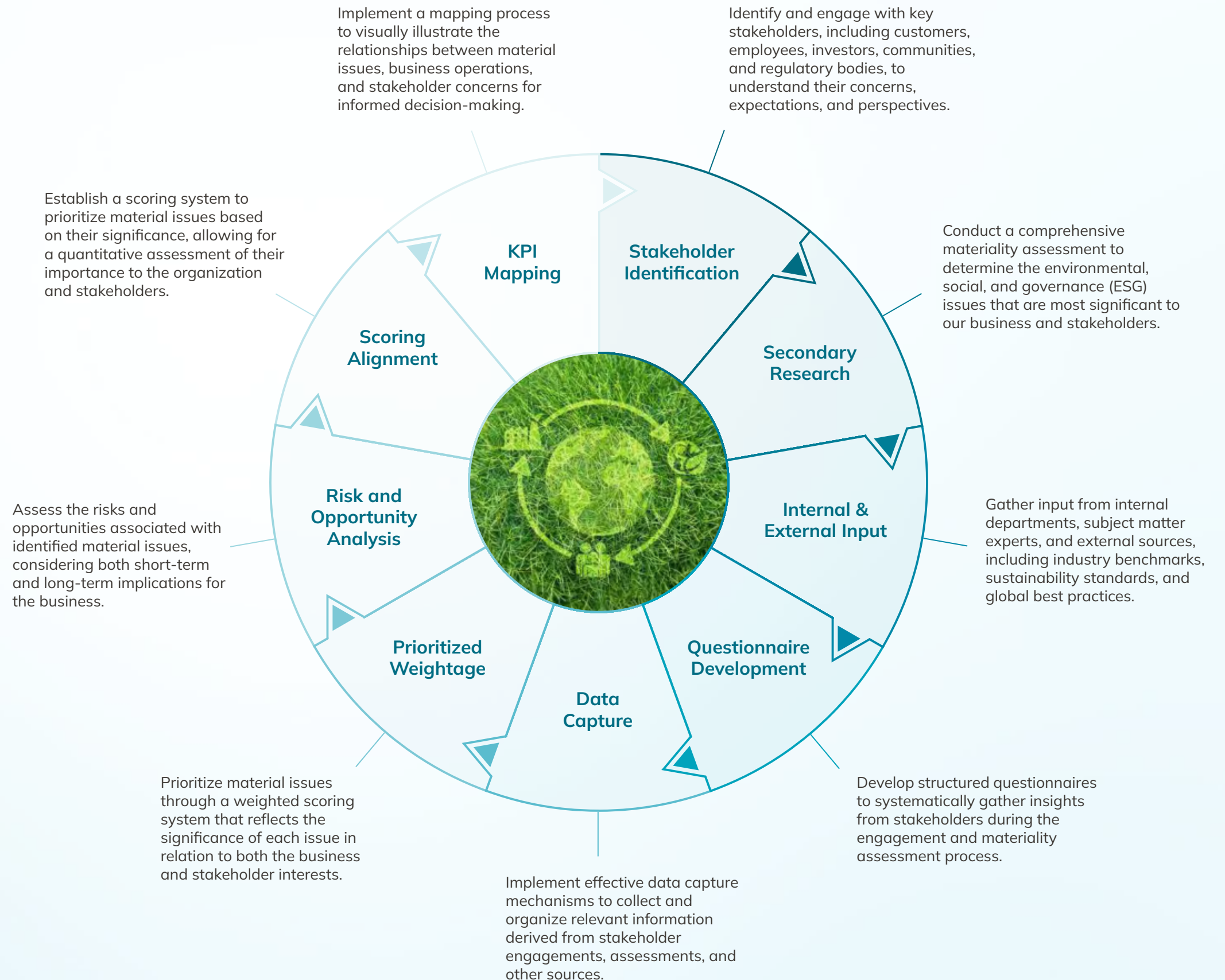
MATERIALITY ASSESSMENT

Our materiality analysis involved a thorough examination of the environmental, social, and governance factors that could significantly impact both our business and our stakeholders. This rigorous process considered insights from a broad spectrum of stakeholders, including but not limited to, board members, employee and student.

We utilized a multifaceted approach to capture the diverse perspectives of our stakeholders, employing surveys, interviews, and collaboration sessions. This enabled us to identify the most critical and relevant issues that align with our organizational values and contribute to sustainable development. Recognizing the importance of inclusivity, our materiality assessment engaged with stakeholders at various levels of influence and interest. This inclusivity ensured that the voices of all stakeholders, regardless of their role or position, were heard and considered in shaping our sustainability agenda.

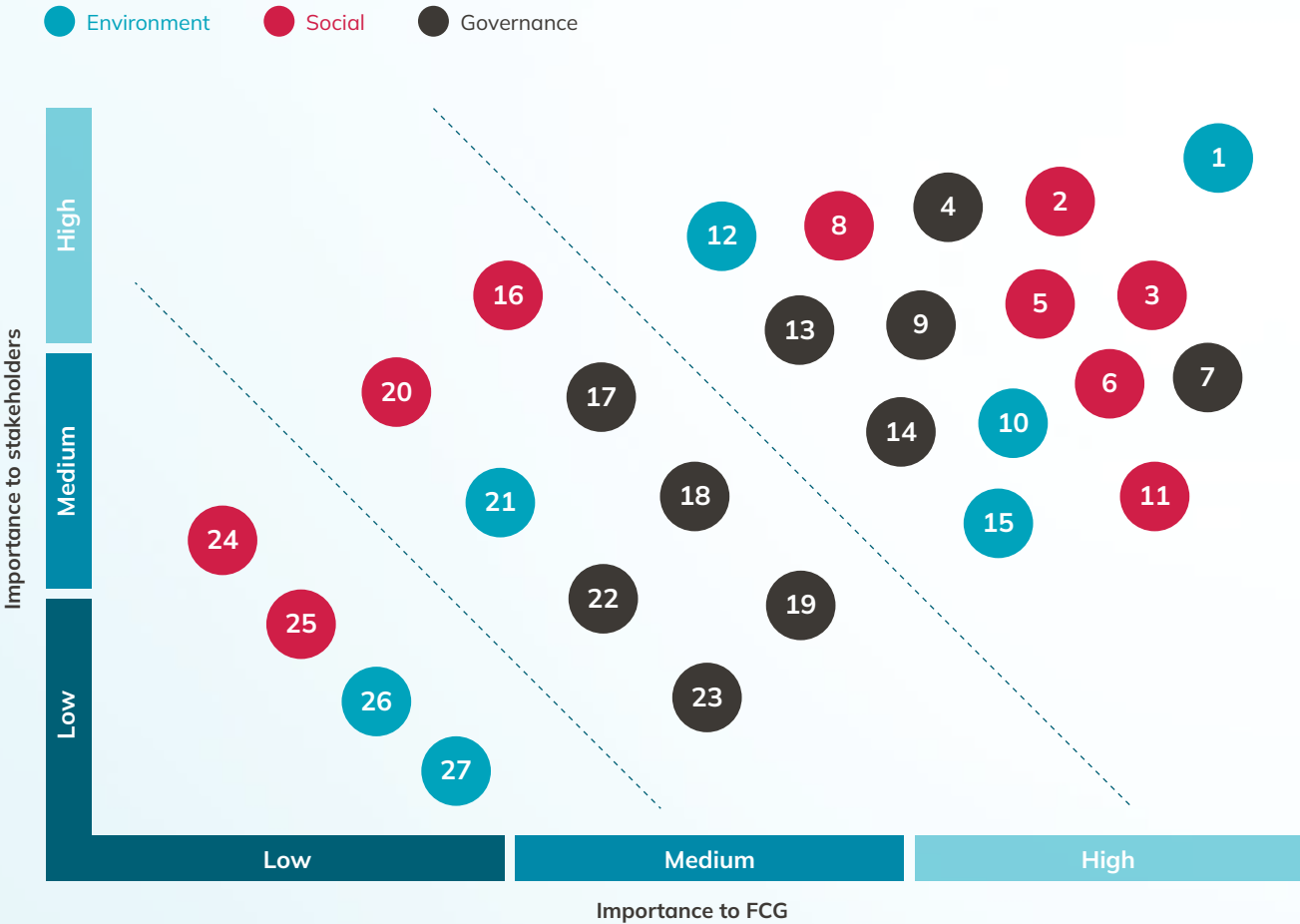
The results of our materiality assessment have been visually represented in the following map, providing a clear and concise overview of the issues identified as most material by both our organization and our stakeholders.. This map serves as a guiding framework, helping us focus our efforts on the most impactful areas for sustainability and ESG management.

As we continue to strengthen our ESG practices, we remain committed to monitoring emerging trends and stakeholder needs. While no new topics were added this year, we will maintain an agile and responsive approach to materiality, ensuring our efforts stay aligned with both our strategic goals and evolving global sustainability standards.



MATERIALITY (CON'T)

We have initially identified 32 material ESG issues pertinent to our sector. This preliminary enumeration has been streamlined into 27 key ESG issues.



Leveraging the materiality matrix, we have further distilled the 27 materiality topics and also consolidated some of the material topics to pinpoint the top 10 most critical topics, which hold the greatest significance for our organization.

1	● Social	Caring for staff	Health and safety
			Psychological safety and well-being
			Employee Well-being and Safety
			Employee training, up-skilling, and re-skilling
2	● Social	Quality & Patient Safety	Service Quality
			Health & Safety – Patient
3	● Social	Community Investment	
4	● Governance	Data privacy, and security	
5	● Governance	Access and Affordability	
6	● Environment	Waste Management and Circularity	
7	● Environment	Affordable and Clean Energy	Energy Management
			Greenhouse Gas (GHG) Emission
8	● Governance	Stakeholder Engagement	Stakeholder Engagement
			Grievance Redressal Mechanism
9	● Environment	Sustainable Procurement	Sustainable Procurement
			Sustainable operations of building & laboratories
			Supplier Management
10	● Governance	Business Management and Board Structure	Board Structure and Management
			Risk Management

SUSTAINABILITY STRATEGY



Foster a Healthy Ecosystem

Commit to reducing carbon emissions, optimizing resource use, and engaging with the community to promote public health and address disparities.

Reducing Carbon Emissions

As part of our commitment to environmental sustainability, we are actively working to reduce our carbon footprint. This includes implementing energy-efficient technologies within our facilities, transitioning to renewable energy sources, and promoting sustainable practices across our operations.

Optimizing Resource Use

Resource efficiency is central to our environmental strategy. We focus on reducing waste, conserving water, and minimizing the use of non-renewable resources. Our initiatives include comprehensive recycling programs, water-saving technologies, and the use of sustainable materials in our operations.

Engaging with the Community

We understand that fostering a healthy ecosystem involves more than just environmental efforts; it includes engaging with and supporting the communities we serve. Our Group actively participates in community health initiatives, providing education, preventive care, and resources to promote public health.

Prioritize Person-Centered Care

Focus on enhancing person safety, improving the person experience, and ensuring broader access to care while minimizing environmental impacts.

Enhancing Patient Safety

In our group, patient safety is paramount. We implement stringent safety protocols and regularly review our practices to ensure the highest standards of care. This includes continuous monitoring of patient outcomes, implementing advanced safety technologies, and conducting thorough audits to minimize risks. Our dedication to patient safety goes beyond compliance; it is a core value that drives us to exceed industry standards and maintain the trust of our patients and their families.

Improving People Experience

We believe that a positive patient experience is crucial to overall health outcomes. Our Group is committed to providing compassionate, person-centered care that meets the unique needs of each individual. This involves personalized treatment plans, clear communication, and a supportive environment that promotes healing. We also actively seek patient feedback to continuously improve our services and ensure that we are meeting the evolving needs of those we serve.

Expanding Access to Care

We consider access to quality healthcare as a right, and not a privilege. We are dedicated to breaking down barriers to care by expanding our services to underserved communities, offering tele-consultation options, and working with local organizations to reach those in need. Our goal is to ensure that everyone, regardless of their background or location, has access to the high-quality care they deserve.

Build a Resilient Organization

Strengthen governance, uphold ethical practices, and enhance risk management to ensure long-term sustainability and reliability.

Strengthening Governance

Strong governance is the foundation of our Group's resilience. We have established a robust governance framework that ensures transparency, accountability, and ethical conduct in all our operations. Our leadership is committed to upholding the highest standards of governance, regularly reviewing and updating policies to reflect best practices and emerging trends in healthcare.

Improving People Experience

Ethical conduct is at the core of our operations. We are devoted to maintaining integrity in all our interactions, whether with patients, staff, or partners. This includes adhering to strict ethical guidelines, providing ongoing ethics training for our employees, and fostering a culture of honesty and respect. By upholding ethical practices, we build trust and ensure that our Group remains a beacon of reliability and care.

Expanding Access to Care

Effective risk management is essential for long-term sustainability. Our Group employs a comprehensive risk management framework that allows us to identify, assess, and mitigate risks across all aspects of our operations. This includes clinical, financial, and operational risks, as well as emerging risks related to environmental and social factors. By proactively managing risks, we ensure that we can continue to provide high-quality care, even in the face of challenges.

ALIGNMENT WITH VISION 2030



Introduction

Our sustainability strategy is deeply aligned with Saudi Vision 2030 and Saudi Green Initiative, ensuring that our social, governance, and environmental initiatives contribute to the Kingdom's ambitious transformation goals.

As a leading healthcare provider, we are committed to fostering a resilient, inclusive, and sustainable healthcare system that reflects the national Vision's three primary pillars:



A Vibrant Society

Enhancing Quality of Life

Fakeeh Care Group is a key enabler of Vision 2030's goal to enhance the quality of life for citizens and residents. The strategic expansion of our healthcare facilities across the Kingdom and our focus on value-based health systems are a testament to our unwavering commitment to enhancing quality of life. Our initiatives also contribute to expanding telemedicine and digital health to bridge gaps in access to care, while our health awareness campaigns and preventative services encourage a proactive healthcare approach.



A Thriving Economy

Advancing Healthcare as an Economic Pillar

As a leading healthcare provider, we support the Kingdom's Vision of making the healthcare industry a cornerstone of economic diversification. Our efforts focus on improving care delivery, lowering costs and spurring growth by enhancing the quality of care and personalized care, and by expanding access within the Kingdom, thereby reducing the need for outbound medical tourism. Additionally, we develop and provide medical training programs to nurture the next generation of Saudi health professionals, supporting local employment and the value chain. These initiatives strengthen our local economy and ensure our operations are sustained through reliable resources.



An Ambitious Nation

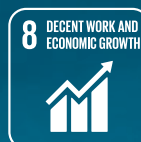
Leading in Governance and Sustainability

Fakeeh Care Group aims to maintain high standards of governance, ethics, and compliance in alignment with Saudi Vision 2030. The Group's governance framework is based on integrity, transparency, and accountability, ensuring that all operations comply with regulatory and ethical standards. With strong compliance systems, risk management, real-time auditing, and a zero-tolerance policy towards corruption, trust is maintained with patients, stakeholders, and regulators. As part of its sustainability efforts, the Group is working towards carbon neutrality by 2050 through renewable energy use, resource-efficient hospital operations, and carbon offset initiatives. Additionally, it continues to invest in digital transformation, integrating remote patient care and data-driven decision-making to improve efficiency, quality, and accessibility in healthcare.

Alignment with the United Nations Sustainable Development Goals (UNSDGs)

Caring for Staff

Caring for staff aligns closely with Goal 8: Decent Work and Economic Growth. By promoting fair wages, safe working conditions, and opportunities for professional development, we contribute to sustained and inclusive economic growth and ensure productive employment and decent work for all.



Quality & Patient Safety

Quality and patient safety are fundamental to Goal 3: Good Health and Wellbeing. Ensuring effective healthcare services and safety protocols helps improve health outcomes and promotes the wellbeing for all at all ages.



Community Investment

Investing in community development aligns with several goals, including Goal 1: No Poverty, Goal 4: Quality Education, and Goal 11: Sustainable Cities and Communities. By supporting local initiatives, education programs, and infrastructure projects, we help create resilient and sustainable communities.



Data Privacy and Security

Data privacy and security are critical to Goal 16: Peace, Justice, and Strong Institutions. Protecting personal and sensitive information helps build trust and ensures access to justice and effective and accountable institutions.



Access & Affordability

Ensuring access and affordability of products and services aligns with Goal 10: Reduced Inequality and Goal 3: Good Health and Wellbeing. By making essential services affordable and accessible, we reduce inequalities and improve health outcomes for all.



Waste Management & Circularity

Effective waste management and embracing circular economy principles directly support Goal 12: Responsible Consumption and Production. By minimizing waste and promoting recycling and reusability, we ensure sustainable consumption and production patterns.



Affordable & Clean Energy

Providing affordable and clean energy aligns with Goal 7: Affordable and Clean Energy. By investing in renewable energy sources and improving energy efficiency, we ensure access to affordable, reliable, sustainable, and modern energy for all.



Stakeholder Engagement

Engaging with stakeholders supports Goal 17: Partnerships for the Goals. By fostering collaborative partnerships, we strengthen the means of implementation and revitalize the global partnership for sustainable development.

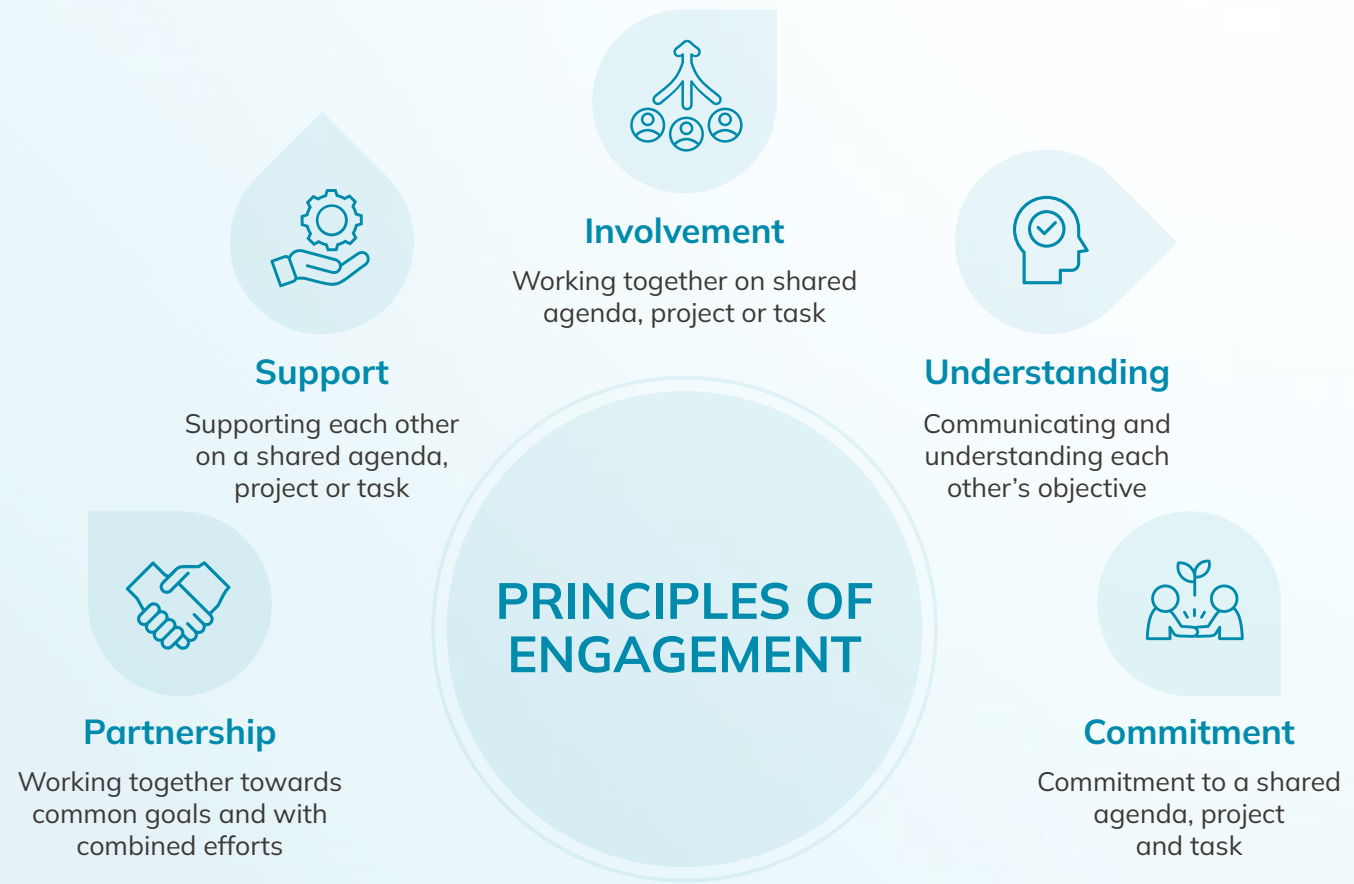
STAKEHOLDER ENGAGEMENT

In our commitment to fostering a sustainable and impactful business, we acknowledge the paramount importance of meaningful engagement with our diverse stakeholders. Throughout the entirety of our project lifecycle, we prioritize and implement an inclusive stakeholder engagement strategy, aiming to identify and involve groups that wield the potential to influence or be influenced by our business operations.

Central to this strategy is a robust stakeholder identification process, guided by key factors such as the nature of the relationship shared with our organization, the level of dependence on these stakeholders, and the degree of influence they exert.

By placing a deliberate emphasis on engaging with our stakeholders, we actively seek to comprehend their concerns and expectations, fostering collaboration to collectively achieve our sustainability goals.

Recognizing the inherent diversity among stakeholder groups, each harboring unique needs and expectations, we tailor our engagement approach accordingly. This personalized strategy ensures that our interactions are relevant and sensitive to the distinctive requirements of each stakeholder cohort.



Our stakeholder engagement practices are rooted in the principles of collaboration, responsiveness, and transparency, reflecting our commitment to sustainable business practices and the creation of lasting positive impact.

Our commitment extends beyond mere engagement; we pledge to maintain open and transparent lines of communication with our stakeholders. Regular updates on our sustainability performance serve as a testament to our dedication to transparency.

We actively seek and welcome feedback from our stakeholders as an integral part of our continuous improvement ethos, aiming to enhance the value we create for them.

Stakeholder	Frequency	Objective
Employees	Monthly	Improved job satisfaction, enhanced skills through training programs, and increased employee engagement.
Patients	Continuous	Better access to high-quality healthcare, improved patient outcomes, and increased patient satisfaction.
Community	Continuous	Enhanced community health through initiatives like blood donation campaigns, patient education programs, and free health screenings.
Government	As required	Compliance with regulatory requirements, strengthened public-private partnerships, and support for national health goals.
Investors	Quarterly	Transparent reporting on ESG initiatives, consistent financial performance, and enhanced long-term sustainability.
Universities and Research Institutions	Annually	Collaborative research projects, advancements in medical knowledge, and recognition through awards like the Dr. Soliman Fakeeh Award for Medical Research.

MILESTONES

Live at Fakeeh Care Group

Initiative	
Investment in research (DSF Award for Medical Excellence & Innovation)	SAR 1.00 Mn
Education support to student – given by FCMS via the DAAM program	SAR 21.80 Mn
Scholarships to students	SAR 1.90 Mn
Education Support to employees	SAR 3.20 Mn
Care provision to underprivileged communities (discount / FOC treatments)	SAR 2.00 Mn
Protecting the Environment - Renewable Power Sources	949,609 kwh
Reduction in power consumption per patient	10%
Continuous Medical Education – Credits Awarded	537
Employee Training Hours Delivered	269,065
Saudization Rate	35%
Employee Engagement Rate (Press Ganey)	4.06
Voluntary Turnover rate	10.3%
Female representation in our workforce	57%





04

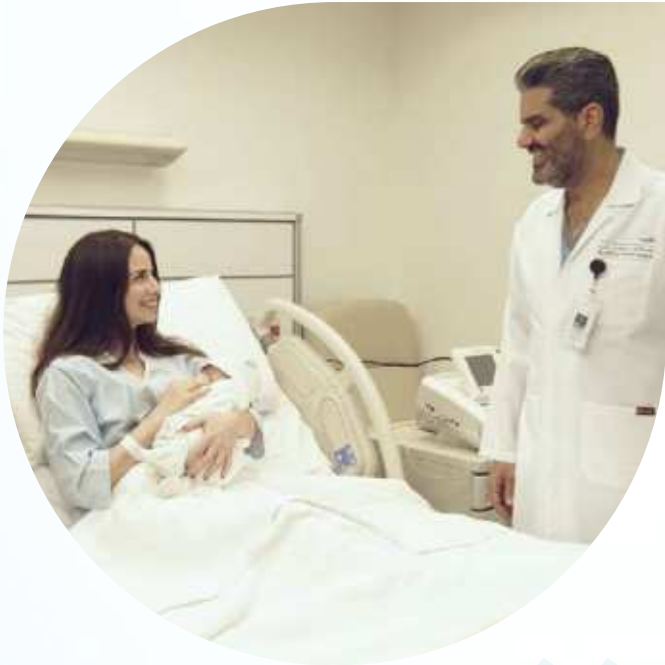
PRIORITIZE PERSON CENTERED CARE



CARING FOR OUR PEOPLE

At Fakeeh Care Group, we recognize that our workforce is the backbone of delivering exceptional care and achieving sustainable impact.

We are committed to creating an environment where our teams can thrive, innovate and deliver the highest quality of care to the communities we serve.



Message from Vice President of Human Development

“Our people are the cornerstone of our success. At Fakeeh Care Group, we recognize that delivering exceptional healthcare outcomes is deeply linked to the talent, dedication, and growth of our people. Human Capital Development is at the core of our sustainability strategy, committed to cultivating a diverse, inclusive, and empowering workplace where every employee has the opportunity to thrive.

Through structured learning pathways, inclusive leadership, and ethical hiring practices, we ensure that our workforce reflects the communities we serve and embodies the values and excellence that define Fakeeh Care. We are advancing our talent agenda with new initiatives, deepening our commitment to inclusive hiring practices, and embedding fairness and accessibility throughout our employment lifecycle.

Strategic partnerships with institutions such as the Fakeeh College of Medical Sciences and Fakeeh Academy are central to our approach, ensuring the development and retention of expert healthcare professionals. Sustainability in Human Capital encompasses wellbeing, engagement, and purpose. We invest in employee wellness, mental health, and professional satisfaction through support programs and safe workplace policies.

By prioritizing people as a strategic asset, we are creating an ecosystem where care begins with our teams, laying the foundation for long-term success, healthcare excellence, and a sustainable future.”

Vice President of Human Development

EMPLOYEE ENGAGEMENT

At Fakeeh Care Group, employee engagement is a strategic priority that directly contributes to organizational success, employee retention, and workplace satisfaction. By integrating inclusion, transparency, and career development into our engagement framework, we create a culture where employees feel valued, empowered, and motivated to contribute meaningfully to the organization’s goals. Our approach is built upon cross-departmental collaboration, open communication, leadership development, and data-driven improvements that foster a dynamic and resilient workforce.

Through cross-departmental committees and task forces, employees are actively involved in decision-making processes, allowing diverse perspectives to be considered and integrated into strategic planning. This collaborative approach fosters a sense of ownership and engagement among staff, leading to higher levels of commitment, motivation, and innovation.

Our regular town halls and open forums held within individual entities serve as interactive engagement platforms, where employees engage directly with leadership, discuss organizational developments, and provide valuable insights into workplace experiences. These interactions foster a sense of belonging and trust, reinforcing Fakeeh Care’s commitment to an open and responsive work environment.

Additionally, anonymous engagement surveys capture candid feedback from employees, ensuring that all voices are heard. These surveys are powered by a third party, ensuring transparency, and they cover a broad spectrum of workplace aspects, including job satisfaction, professional development, leadership effectiveness, and company culture. The data collected is used to develop targeted initiatives that address employee needs, fostering a sense of shared accountability for continuous improvement.

The impact of our engagement efforts is reflected in high engagement scores. Employees consistently report feeling valued, included, and motivated, which translates to greater collaboration, higher productivity, and overall organizational success.

Dimensions of the Employee Engagement Survey

- Leadership and Management Support
- Recognition, Development, and Job Satisfaction
- Ethical Culture and Respect
- Workplace Safety and Psychological Safety
- Collaboration and Teamwork

	2023	2024
Employee Net Promoter Score (NPS)	4.06	4.06
Survey Participation Rate	75%	81%

A CARING WORKPLACE

Occupational Health & Safety



As a leading healthcare provider in the Kingdom, we prioritize maintaining a safe, compliant work environment to protect our workforce and patients. Our comprehensive risk assessments, training programs, and incident reporting systems minimize workplace hazards and promote safety awareness. We adhere to local regulatory requirements and international best practices.

Our three-level onboarding process ensures every employee receives safety education, departmental training, and continuous safety reinforcement. Annual re-orientation programs update employees on safety protocols and compliance requirements, reinforcing their preparedness.

Employees completing occupational health training (%)



Our automated incident reporting system allows real-time reporting of safety concerns, enhancing transparency and rapid response. Reported incidents are thoroughly investigated, and corrective actions are promptly implemented.

We foster a culture of safety ownership, encouraging employees to participate in risk management initiatives and safety drills. This approach ensures a safe workplace where employees are protected and empowered to contribute to safety. Through ongoing investment in training, technology, and risk management, we uphold our mission to deliver world-class healthcare services with the highest standards of occupational safety and employee wellbeing.

Number of work-related fatalities



Addressing Workplace Grievances and Complaints



At Fakeeh Care Group, we uphold the highest standards of integrity and accountability by fostering a culture of transparency and fairness, where every employee and stakeholder is encouraged to voice concerns without fear of retaliation. A structured grievance mechanism is fundamental to maintaining trust, ensuring that complaints related to unfair treatment, discrimination, or misconduct are handled promptly, equitably, and in accordance with best practices. Our automated incident reporting system serves as the primary channel for employees to submit complaints, offering an efficient and accessible platform for addressing workplace concerns. To further strengthen this framework, Fakeeh Care integrates employee complaints into our Group-wide incident reporting system, enhancing efficiency, visibility, and accountability.

A key element of our grievance system is the Group Grievance Committee, which provides an impartial review of complaints and ensures that each case is assessed fairly and objectively. This committee plays a crucial role in resolving workplace disputes, making recommendations for corrective actions while maintaining a confidential and non-retaliatory process. If a case requires further escalation, it is

referred to the President for final determination, ensuring that all matters receive the highest level of attention and are resolved in alignment with Fakeeh Care's corporate values and ethical standards. These structured mechanisms reinforce employee confidence in our ability to address grievances effectively, ensuring a work environment built on fairness, respect, and compliance with regulatory requirements.

Beyond reactive measures, Fakeeh Care is committed to proactively fostering an ethical workplace through continuous education and awareness programs. Our whistleblower policy, aligned with international best practices and local regulatory requirements, enables employees to confidentially report unethical behavior or potential breaches without fear of repercussions. Regular training sessions, workshops, and communication campaigns equip employees with the knowledge to recognize and report concerns, ensuring a culture of ethics and responsibility. By taking a preventative approach to misconduct, we strengthen our commitment to sustainable and responsible healthcare practices while ensuring compliance with corporate governance standards.

Workplace grievances reported and resolved (%)



Ethical conduct training completion rate (%)



A CARING WORKPLACE

Attracting & Retaining Top Talent

At Fakeeh Care Group, our recruitment process is designed to secure top talent from the industry using multiple proven channels. We use digital platforms, targeted outreach events, and partnerships with various organizations to reach a broad and diverse pool of candidates.

Our recruitment efforts focus on ensuring that our workforce represents a wide spectrum of expertise and backgrounds, in line with our commitment to quality and excellence.

At Fakeeh Care Group, retaining our talent is as important as attracting it. We believe that a culture of recognition and engagement plays a crucial role in employee satisfaction and long-term retention. Our formalized awards program ensures that achievements across all levels—whether individual contributions or collaborative successes—are acknowledged and celebrated.

Beyond financial incentives, we emphasize regular performance reviews that focus on transparent feedback and career progression planning, empowering employees to take charge of their professional growth.

These efforts cultivate a motivated workforce, where employees feel valued and invested in their roles.

	2023	2024
Total New Hires	2,019	2,502
Voluntary Turnover Rate	10%	10%



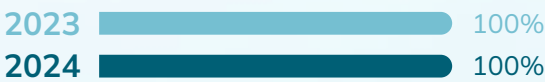
At Fakeeh Care Group, we recognize that a comprehensive and well-structured benefits program is a fundamental component of a resilient and high-performing workforce. As a leading healthcare provider, we understand the demands placed on our employees and are committed to supporting them with policies and benefits that enhance job security, stability, and professional satisfaction.

Our benefits framework is designed to provide healthcare coverage, paid leave, childcare support, and flexible work arrangements, ensuring that our employees can focus on delivering exceptional patient care while maintaining balance in their personal lives. By prioritizing benefits that directly impact employee retention, productivity, and engagement, we reinforce our long-term commitment to fostering a work environment where employees feel valued and supported in every stage of their careers.

Parental Leave Approval Rate

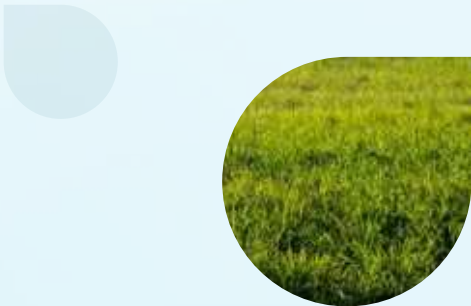


% of employees who returned to work after parental leave and were still employed 12 months thereafter



List of benefits

- Family Health Insurance
- Paid Sick Days
- Paid Vacation Days
- Job-Protected maternity leave days
- Job-Protected paternity leave days
- Job-Protected death leave days
- Childcare
- Flexible Schedules



DEVELOPING TALENT



Message from Vice President of Fakeeh Care Academy

"It brings me great joy to share the achievements of Fakeeh Care Academy in our ESG report. We are dedicated to providing exceptional training to our employees, enhancing their skills and capabilities to ensure the highest quality of patient care.

Our Academy is committed to fostering professional growth, which in turn boosts employee commitment and retention. By investing in our people, we significantly improve patient outcomes and experiences.

The training programs we offer are carefully designed to meet the evolving needs of our workforce, equipping them with the knowledge and techniques needed for outstanding care. The positive feedback from both staff and patients speaks to the success of our efforts.

Fakeeh Care Academy plays a vital role in achieving the broader goals of the Fakeeh Care Group. By promoting excellence and dedication, we contribute to the sustainability and success of our organization, aligning with our environmental, social, and governance objectives.

I am truly proud of the impact we have on our employees and the communities we serve. We will continue to nurture talent, enhance skills, and foster a workplace environment that encourages growth and excellence.

Thank you for your unwavering support and belief in our mission."

Vice President of Fakeeh Care Academy

Employees at Fakeeh Care Group benefit from an extensive array of professional development opportunities designed to foster continuous growth. We offer a blend of tailored clinical training programs, leadership development initiatives, and ongoing education courses that cover both technical skills and soft skills essential for modern healthcare delivery.

As part of Fakeeh Care Group, Fakeeh Care Academy provides a platform for the Accredited Medical Education and Training Program and continuous medical education and professional development for Fakeeh Care Employees. Fakeeh Academy categorizes its courses and workshops into categories that cover five groups across Fakeeh Care Group: medical, nursing, clinical practitioners, administrative staff, and support staff. For each category, tailored educational programs are in place that include undergraduate, graduate, and postgraduate training, as well as board certification and fellowship programs. These initiatives are designed to support continuous professional development and contribute to the sustainability of our departments.

In addition to the in-person workshops and seminars, we utilize e-learning modules, virtual classrooms, and interactive webinars that are accessible at the convenience of our staff. These initiatives are benchmarked against global best practices, ensuring that our training programs not only meet current industry standards but also anticipate future challenges. Regular assessments, feedback loops, and personalized development plans are integral to our approach, ensuring that every employee can grow in alignment with both personal aspirations and organizational goals.

	2023	2024
Average Hours of Training per employee	34	76
Average Hours of Training – Senior Management	15	30
Average Hours of Training – Middle Management	35	50
Average Hours of Training – Non-Managerial staff	50	60
Participant Satisfaction Scores (post-Training Survey)	80%	94%
Number of CME credits Awarded	500	537

Hours of Training Programs Delivered



Nurse Preceptor Program

A key pillar of our learning framework is our Nurse Preceptor Program, which plays a critical role in mentoring newly graduated nurses and integrating them into clinical practice.

Through this initiative, new nurses receive structured, hands-on guidance from experienced healthcare professionals, ensuring they develop technical expertise, clinical confidence, and critical decision-making skills.

Beyond building competencies, the program fosters a culture of learning, collaboration, and professional accountability, reinforcing Fakeeh Care Group's commitment to high standards in healthcare education. Preceptorship also provides leadership opportunities for experienced staff, enabling them to mentor junior colleagues and strengthen the overall expertise of our nursing teams.

This knowledge-sharing model ensures that best practices are continually reinforced, promoting excellence across all levels of patient care.



Active Buddy Program

Beyond formal mentorship, Fakeeh Care Group has implemented an Active Buddy Program, which extends personalized support to new employees in both clinical and non-clinical roles. This initiative pairs incoming employees with experienced colleagues who guide them through their onboarding process, workplace integration, and role adaptation. By providing a structured support system from day one, the program enhances employee confidence, facilitates smoother transitions, and fosters a collaborative work culture.

فقيه.

مستشفى د. سليمان فقيه
Dr. Soliman Fakeeh Hospital
الرياض Riyadh

Dr. Soliman Fakeeh Hospital Riyadh has proudly achieved the NCPD Accreditation from the American Nurses Credentialing Center (ANCC).

A prestigious recognition that underscores the Group's commitment to continuous professional development, lifelong learning, and the highest standards of nursing practice.





COMPASSION MEETS PRECISION

Advanced Surgical Precision in Peripheral Nerve Tumor Removal

Our surgical team successfully removed a peripheral nerve tumor from a 44-year-old patient, achieving complete excision with no post-operative complications. The procedure was performed with full preservation of the surrounding nerve structures, preventing any motor or sensory impairment and allowing the patient to retain full functional capacity following surgery.

Peripheral nerve tumors often pose significant risks due to their proximity to critical nerve pathways, making surgical precision essential. This case involved thorough preoperative imaging, careful intraoperative navigation, and collaboration across surgical and neurological specialties to ensure optimal outcomes. The patient recovered without neurological deficits an important achievement given the complexity and sensitivity of the area involved.

High-complexity procedures demand technical precision and depend on clear decision-making and deep collaboration across clinical teams. In this case, advanced surgical techniques were applied with careful attention to preserving function and minimizing risk.

The result was a successful intervention that resolved the condition while supporting a smooth recovery and maintaining the patient's quality of life.

ENABLING FUTURE LEADERS



At Fakeeh Care Group, we firmly believe in the transformative power of education and its pivotal role in shaping a sustainable future. Our commitment to societal advancement is exemplified by Fakeeh College of Medical Sciences, a cornerstone of our ‘Social’ pillar within our ESG strategy.

Fakeeh College stands as a beacon of educational excellence in the Kingdom, dedicated to nurturing the next generation of leaders across various critical fields. We are immensely proud of our role in advancing the educational landscape, contributing significantly to national human capital development. Through our rigorous academic programs and state-of-the-art facilities, we empower students with the knowledge, skills, and ethical grounding necessary to excel in their chosen professions and drive positive change within their communities.

Our efforts extend beyond mere instruction; we are a vital contributor to the Kingdom’s economic diversification and growth. By cultivating a highly skilled workforce, Fakeeh College directly supports the national agenda for a knowledge-based economy. Our graduates are equipped to enter

key sectors, fostering innovation, creating new opportunities, and strengthening the overall economic fabric of the Kingdom. We are committed to aligning our curriculum with national development priorities, ensuring that our educational output directly translates into tangible economic value.

Maintaining the highest standards of education is paramount to our mission. Fakeeh College adheres to stringent international and national accreditation frameworks, ensuring that our pedagogical approaches, faculty expertise, and learning outcomes meet and exceed global benchmarks. We continuously invest in faculty development, advanced learning technologies, and a student-centric environment that promotes critical thinking, research, and lifelong learning. This unwavering dedication to quality ensures that every Fakeeh College graduate is prepared not just for a career, but for a journey of continuous contribution and leadership. Through these steadfast commitments, Fakeeh College is not just educating students; we are actively enabling future leaders who will drive progress, foster innovation, and build a more prosperous and healthy society.

As part of our commitment to developing healthcare professionals, we provide cutting-edge medical education and training for physicians, nurses, and allied health professionals. Fakeeh Care Group is a recognized training hub, having earned institutional accreditation from the Saudi Commission for Health Specialties (SCFHS). In 2024, we obtained 12 accreditations from SCFHS, including four accredited rotational units in Jeddah: outpatient pharmacy, inpatient pharmacy, sterile preparation, and the inpatient chemotherapy center.

These programs offer hands-on learning, equipping professionals with the necessary expertise. Our accredited initiatives ensure future healthcare leaders enhance patient care in the Kingdom. Through postgraduate training, fellowships, and continuing medical education (CME), Fakeeh Care Group advances healthcare knowledge and professional growth, enabling academic learning and clinical practice to shape Saudi Arabia’s healthcare future.

Nursing Programs Accreditation

- Adult Critical Care Nursing Program
- General Nursing Residency Program

Inpatient Chemotherapy Center Rotational Unit (Jeddah)

- Continuing Professional Development Programs
- Emergency Medicine Training Program
- Cardiology Training Program
- Internal Medicine Training Program
- Radiology Residency Program
- Family Medicine Residency Program

Pharmacy Programs Accreditation

- Clinical Pharmacy Residency Program
- Outpatient Pharmacy Rotational Unit (Jeddah)
- Inpatient Pharmacy Rotational Unit (Jeddah)
- Sterile Preparation Rotational Unit (Jeddah)



11
MSc programs in nursing specialties and medical education



150
Residents and fellows across 21 programs



1:07
Faculty-Student Ratio



246
Graduates hired by Fakeeh Care



1
PhD program



4
undergraduate programs.



>1,500
Total Graduates



1,679
Average Students

DIVERSITY, EQUITY & INCLUSION

Fakeeh Care upholds a transparent and merit-based selection process, ensuring that all candidates are evaluated fairly based on their education, qualifications, and alignment with role requirements. Our recruitment approach prioritizes objectivity and inclusivity, eliminating biases and fostering equal opportunities for all applicants. By implementing clear evaluation criteria and structured assessments, we ensure that hiring decisions are based solely on competence, experience, and potential, reinforcing our commitment to building a highly skilled and diverse workforce.

Beyond fair recruitment, we embrace our employees' differences and unique contributions, fostering an inclusive workplace culture where all individuals feel valued, respected, and heard. We are committed to ensuring equitable access to resources and opportunities, enabling all employees to thrive within our organization, and ensuring all employees have the necessary support, career development pathways, and inclusive work environment that enables them to excel. Through these initiatives, Fakeeh Care is not only advancing diversity but also reinforcing a culture of equity and belonging, where

every employee can grow and contribute to our mission of delivering exceptional healthcare services.

Fakeeh Care also actively participates in the Mowama Program, reaffirming its commitment to workplace inclusivity and accessibility. In 2024, we achieved a bronze rating, securing a two-year certification which strengthens our efforts to create equitable employment opportunities for individuals with disabilities across the organization.

Looking ahead, we plan to expand participation across more entities within the Group, further embedding accessibility and inclusion in our workplace culture.

Female (%) of total employees



As a key part of our sustainability and workforce strategy, we recognize the importance of fostering local talents and providing meaningful career opportunities for nationals. We are committed to investing in the development of local nationals and have launched several programs to recruit, train and retain local nationals for various positions from clinical to leadership roles.

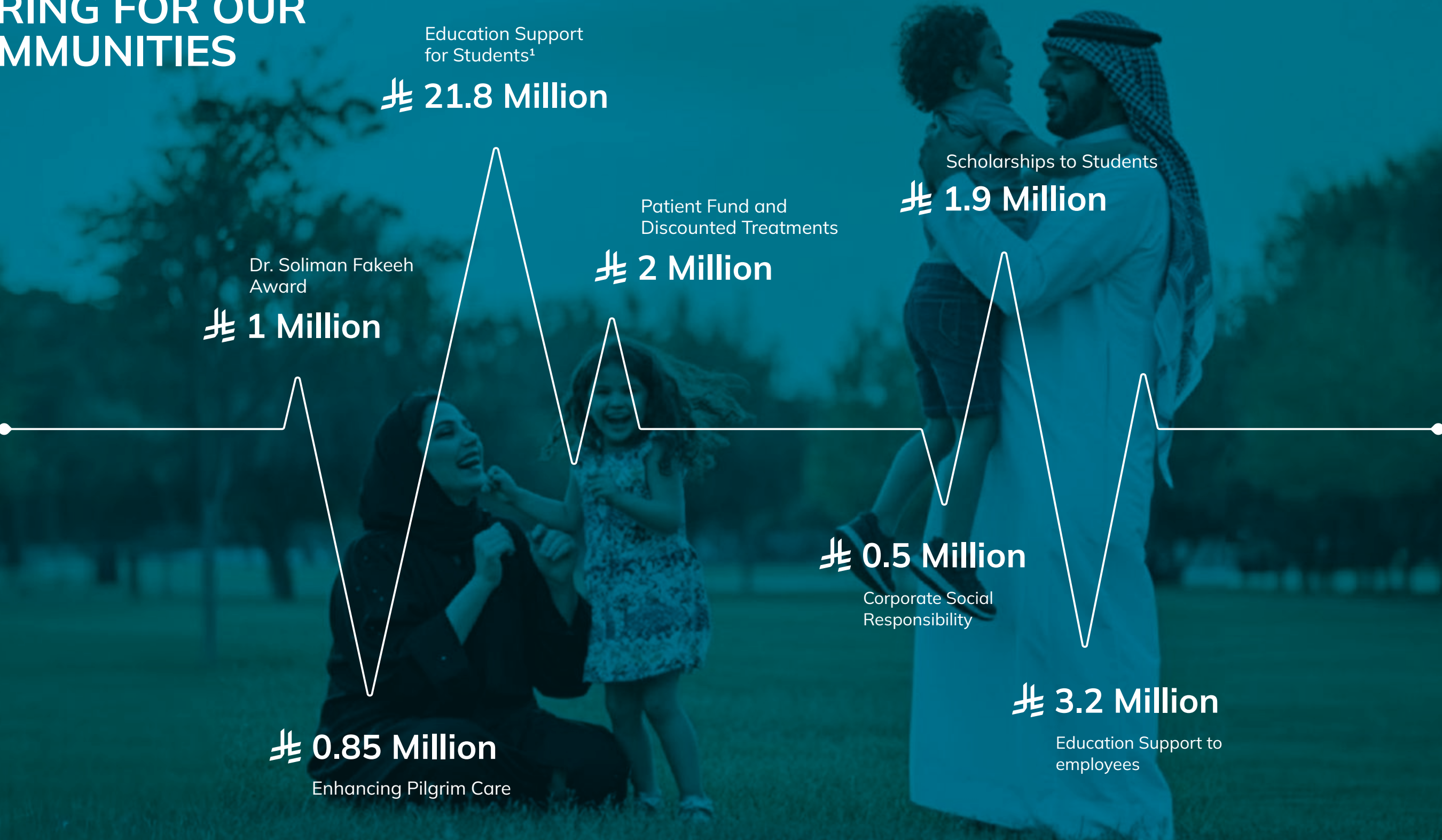
Our commitment goes beyond mere compliance, we adhere to all labor laws and regulations mandated by the Ministry of Labor and Social Development and ensure that our employees have a safe and reliable workplace that meets legal standards and champions their wellbeing, rights, and adopts a culture of fairness.

We believe that our diverse culture enables us to better deliver the highest standards of care and to meet our local community needs.

Saudization Rate



CARING FOR OUR COMMUNITIES



1. For details, please see page 64

ENHANCING HEALTHCARE SERVICES FOR PILGRIMS

As a key participant, Fakeeh Care Group was honored to contribute to this pioneering effort, reinforcing its 48-year legacy of excellence in healthcare services.

*Recognizing the significance of this initiative, Fakeeh Care Group promptly established a fully equipped **medical facility in Mina**, featuring state-of-the-art clinics and an integrated medical team specializing in emergency care, intensive care, family medicine, nursing, and pharmacy.*

These professionals, selected for their expertise and competency, are dedicated to delivering immediate medical assistance, including cardiopulmonary resuscitation for critical emergencies.

The initiative represents a strategic advancement in the public-private healthcare model, ensuring high-quality medical services are available to pilgrims while reinforcing the Kingdom's broader healthcare vision. By fostering innovation and excellence, Fakeeh Care Group continues to uphold its mission of delivering accessible, world-class healthcare, further contributing to the Kingdom's sustainable development goals.



DR. SOLIMAN FAKEEH AWARDS



The Dr. Soliman Fakeeh Medical Research, Innovation, Health Education Awards 2024, hosted during the 3rd Fakeeh Care Annual Congress in Jeddah, celebrated outstanding contributions to medical research, innovation, and health education across Saudi Arabia. With a prize pool of **1,000,000** Saudi Riyals (approximately **\$266,000** USD), the awards recognized researchers and innovators whose work advances healthcare quality and accessibility, aligning with the Group's social commitments and Saudi Vision 2030.

This initiative underscores the Group's mission to empower healthier communities through knowledge-sharing and collaboration, reinforcing its 48-year legacy of healthcare excellence.

The awards reflect our strong governance by promoting ethical innovation and transparency through a rigorous selection process that ensures recipients meet global healthcare standards.

Integrated into the Congress' nine days of scientific courses and conferences, including the 3rd Fakeeh Care Quality & Operational Efficiency Symposium, the awards amplified impact, fostering dialogue among healthcare professionals and driving progress in the sector.

The Fakeeh Care Annual Congress brought together over 1,000 attendees including medical experts, policy leaders, academics, and community health advocates. This multidisciplinary event showcased thought leadership in the areas of precision medicine, population health, digital transformation, and community health resilience.

The 2024 Congress featured over 45 scientific sessions across major specialties such as cardiology, oncology, critical care, endocrinology, and public health. Keynote speakers addressed pressing topics including the future of personalized care, the integration of AI in diagnostics, and innovative models for community-based care.

Importantly, the Congress served as a public platform for engaging with national health priorities and connecting frontline medical practice with academic research. A special track was dedicated to patient experience, bringing real stories from the field into scientific dialogue, while breakout sessions explored equity in health access, home healthcare innovation, and strengthening public-private partnerships.

The event was supported by multiple medical universities and healthcare institutions, reinforcing our role not just as a care provider but as a convener of dialogue and a platform for innovation. In addition to its scientific contributions, the Congress underscored our commitment to patient-centered healthcare and medical excellence in both hospital and community settings.



As Fakeeh Care Group expands with new facilities, the awards remain a cornerstone of our ESG strategy, complementing our academic healthcare model through Fakeeh College for Medical Sciences and Fakeeh Care Academy. Moving forward, the awards will continue to drive community-focused growth, cementing the Group's role as a leader in advancing healthcare excellence.

FINANCIAL SUPPORT FOR PATIENTS

As part of our continuous commitment to ‘Caring for our Communities’, the Group has implemented significant initiatives aimed at supporting our patients’ financial wellbeing and enhancing access to healthcare services. Two key initiatives in this context are the Patient Fund, which offers free-of-charge treatment, and the Patient Discounts program.

Patient Fund Initiative

ﷲ 1.2 Million

The Patient Fund was created to provide free-of-charge treatment to patients who lack the financial means to afford necessary medical care. This program highlights Fakeeh Care Group’s dedication to social responsibility and equitable healthcare access for all. In 2024, the total amount spent on the Patient Fund was SAR 1.2 million. This substantial investment has enabled numerous patients to receive essential treatment without the burden of financial stress.

Patient Discounts Program

ﷲ 0.65 Million

Complementing the Patient Fund, our Patient Discounts program offers significant financial relief to patients by reducing the costs of treatments and services. In 2024, the Patient Discounts program provided discounts worth SAR 0.65 million. This program is designed to lessen the financial barriers to receiving high-quality healthcare, ensuring that more individuals can benefit from our services.

These initiatives reflect Fakeeh Care Group’s steadfast commitment to our ESG goals. By prioritizing patient welfare and enhancing the accessibility of our healthcare services, we strive to foster a healthier and more inclusive community. Our ongoing efforts in these areas not only benefit our patients but also contribute to the broader societal goals of reducing health disparities and promoting equality in healthcare access.

Fakeeh Care Group is proud of the positive impact these initiatives have had and remains dedicated to expanding our support for patients in need. Through our Patient Fund and Patient Discounts programs, we continue to uphold our values of compassion, equity, and excellence in healthcare.



Providing Equitable Healthcare Services for Communities

DSFH Riyadh signed a cooperation agreement with Ratq Association, establishing a partnership that provides medical examinations, treatment, and hospitalization services for individuals in need. Through this partnership, the Group has extended its commitment to healthcare by supporting children and individuals with facial deformities, cleft lips, and palates.

Ratq Association, a licensed nonprofit organization, focuses on enhancing the quality of life for those with craniofacial conditions through medical support, awareness, and social integration. This collaboration aims to ensure equal access to specialized care and improve the wellbeing of vulnerable populations across the Kingdom.



FINANCIAL SUPPORT FOR STUDENTS

Fakeeh College for Medical Sciences Scholarships

Fakeeh College for Medical Sciences (FCMS) offers scholarship programs to support academic excellence and prepare qualified healthcare professionals, aligning with Saudi Vision 2030 and the broader goals of sustainable development in healthcare.

Khadijah Attar Scholarship

The Khadijah Attar Scholarship Program is designed for high-achieving students applying to the Bachelor of Medicine and Bachelor of Surgery (MBBS) and Doctor of Pharmacy (PharmD) programs. Candidates are selected based on a competitive assessment of GPA, national exam results, personal interviews, and English proficiency, with nominations from secondary schools.

DAAM Scholarship

The “DAAM” Nursing Scholarship Program supports students pursuing a Bachelor of Science in Nursing, aiming to alleviate financial burdens and encourage academic persistence. Scholarship recipients who later join Fakeeh Care Group contribute to their tuition fees through structured salary deductions.

FCMS reinforces its commitment to educational excellence by providing equitable opportunities for students while contributing to the development of human capital within the Kingdom’s healthcare sector. Scholarship programs are announced annually, with ongoing monitoring of recipients’ academic performance to maintain high standards.

These initiatives demonstrate FCMS’ alignment with sustainable and responsible development practices, fostering a skilled workforce to advance the healthcare industry and ensure long-term sectoral growth.

Health Campaign and Awareness Days

In 2024, we reinforced our identity as a mission-driven healthcare leader by launching a robust calendar of community outreach and social development initiatives.

The Group delivered over **30** health and community-focused campaigns throughout the year. Each is linked to a national health priority. Our diverse channels of communication enabled us to have a larger outreach through our platforms.

The monthly activations promoted preventative health, encouraged screening, and created touchpoints for health literacy in both digital and on-site formats.



INTEGRATING RESEARCH FOR HOLISTIC CARE

Dr. Manal Fakeeh Scientific Chair

In 2024, the Dr. Manal Fakeeh Scientific Chair for Studies in Substance Use, Addiction Management, and Rehabilitation (MFSC-SUAMR) was established, aiming to advance research and develop comprehensive, patient-centered approaches to addiction treatment. By integrating medical, psychological, and social rehabilitation services, individuals struggling with addiction receive evidence-based care that prioritizes long-term recovery and overall wellbeing. The MFSC-SUAMR also focuses on early intervention, education, and prevention programs to reduce the stigma surrounding substance use and equip communities with the knowledge to support affected individuals.

Access to quality addiction treatment and rehabilitation services is often limited, especially for marginalized communities. The MFSC-SUAMR is committed to bridging healthcare disparities by ensuring that treatment options are available to all individuals, regardless of socio-economic background. The initiative promotes inclusive care models that cater to vulnerable populations, including low-income individuals, at-risk youth, and those facing healthcare access barriers. By advocating

for policy improvements and collaborating with government agencies, we aim to shape a more equitable healthcare system that addresses addiction as a public health concern.

Substance use disorders often result in unemployment, social exclusion, and economic hardship. Our approach includes social reintegration programs providing vocational training, employment support, and mental health counseling, ensuring successful workforce reintegration. By partnering with businesses and educational institutions, we create pathways for rehabilitated individuals to regain economic independence and contribute meaningfully to society. Additionally, the initiative supports healthcare professionals with specialized training in addiction management, ensuring they are equipped with the latest research and best practices to deliver compassionate care.





COMPASSION MEETS PRECISION

Restoring Health with Advanced Transplant Care

A successful kidney transplant was performed for a 22-year-old woman who had spent a year on dialysis. The donor, her 21-year-old sister, underwent a minimally invasive laparoscopic procedure for kidney retrieval.

Both sisters recovered smoothly, with no complications, and were able to return to their normal lives in good health.

The procedure brought together the skills of our surgical, nephrology, and anesthesiology teams, working in close coordination to ensure safety and long-term wellness.

Through high-quality transplant services, we continue to offer patients renewed independence from dialysis and a meaningful improvement in clinical outcomes and enhanced quality of life.

VALUE BASED HEALTHCARE

The implementation of a Value-Based Healthcare (VBHC) model underscores our commitment to maximizing patient outcomes while optimizing resource allocation. This approach ensures that healthcare services are delivered efficiently, with a strong emphasis on quality and economic sustainability.

A cornerstone of our VBHC strategy is the systematic collection and analysis of Patient-Reported Outcomes (PROMs)—standardized questionnaires designed to assess patients’ health status, treatment effectiveness, and overall quality of life.

These insights empower both patients and healthcare providers, fostering a collaborative environment for personalized care.

All PROMs data is safeguarded under strict confidentiality protocols and used exclusively for healthcare improvement purposes. Fakeeh Care Group prioritizes ethical considerations and transparency, ensuring data security and patient trust.



Alignment with Vision 2030

Our PROMs integration aligns with Saudi Arabia’s Vision 2030 Healthcare Transformation Program, reinforcing our dedication to innovation, patient-centered care, and continuous enhancement of healthcare quality which is the very foundation of our ESG strategy.

By adopting a VBHC model and leveraging PROMs, Fakeeh Care Group remains at the forefront of high-quality, sustainable healthcare. This initiative not only advances individual patient experiences but also contributes to broader systemic improvements. To know more, please visit: Value Based Healthcare.

EXPANDING ACCESS TO EXCEPTIONAL HEALTHCARE

Access to quality healthcare services is a cornerstone of our sustainability efforts. In 2024, Fakeeh Care Group provided care to over **1.74 million** patients, representing a **12.5%** increase from 2023. By leveraging innovative home healthcare services and robust ambulance services, we aim to ensure that our patients receive timely, efficient, and personalized care, regardless of their location or circumstances.

Through our home healthcare program, we conducted over **106,000** patient visits across six cities in the Kingdom. Fakeeh Home Health Care (FHHC) operates with a multidisciplinary model that provides skilled healthcare teams in the comfort and safety of patients’ homes. The services serve elderly individuals, patients with chronic illnesses, those with post-surgical needs, and others with mobility or transportation challenges.

One of the strengths of Fakeeh Home Health Care is its focus on technology-enabled care. Remote patient monitoring, digital health records, and a 24/7 triage line support timely intervention and improved outcomes, reducing the need for emergency admissions and helping maintain a high quality of life for patients with long-term conditions.

As part of our mission to provide person-centered care, Fakeeh Home Health Care decentralizes care and personalizes care delivery.

*Our MedE Mobile Unit continues to lead as the largest private ambulance and emergency service in the Kingdom, with **83** active units as of 2024. These vehicles support critical care transfers and non-emergency outreach, increasing coverage in remote areas and high-demand areas.*

Through our home health services and expansive ambulance network, we strive to provide a healthcare journey that is seamless, responsive, and personal. Our efforts to expand access to quality healthcare echo our dedication to improving community wellbeing and advancing health equity, contributing significantly to our ESG goals.



UPCOMING PROJECTS

Hospitals



DSFH South Obhur, Jeddah



DSFH Jeddah Surgery Tower Extension



Fakeeh HEAL Hospital, Jeddah¹



DSFH Masar, Makkah

Ambulatory Care Centers



DSFMC North Obhur, Jeddah



DSFMC, Alawali, Makkah



DSFMC Al Zahra, Jeddah



DSFMC Al Hamra, Riyadh

Education



FCMS expansion (incl. BTI²)

The Group's expansion strategy will see it double its bed capacity and further expand its geographic footprint across the Kingdom.

				
4	4	840	300+	3,000
Pipelined Hospitals	Pipelined Ambulatory Care Centers	Additional Hospital Beds	New Outpatient Clinics	Increase in Student Intake Capacity

Through these initiatives, we are not only redefining the healthcare landscape but also reinforcing our commitment to sustainable, high-impact investments that drive long-term value for communities, employees, and stakeholders alike.

1. HEAL: Neuroscience, Rehabilitation and Post-Acute Care Hospital (HEAL) is a state-of-the-art, 200-bed facility in Jeddah, replacing the previously planned Al Hamra Post-Acute Care Hospital ("Al Hamra PAC").
2. Business, Technology and Innovation.

05

FOSTER A HEALTHY ECOSYSTEM



OUR COMMITMENT TO THE ENVIRONMENT

At Fakeeh Care Group, saving lives and advancing healthcare remain our highest priority. However, we recognize that delivering exceptional medical care also carries an environmental footprint. From energy use and emissions to water consumption and waste management, our operations intersect with the environment in significant ways.

We are committed to addressing these impacts with responsibility and foresight. Across our facilities, we implement measures to enhance energy and water efficiency, ensure safe handling of waste streams and seek innovative ways to reduce our emissions. Our approach is rooted in operational excellence, regulatory compliance, and continuous drive for environmental improvement.

By embedding sustainable practices across our healthcare ecosystem, we aim not only to protect the health of our consumers, but also to contribute to the wellbeing of our planet, ensuring that our legacy of care benefits both the community and the environment for generations to come.

In 2024, we prioritized efficiency upgrades in energy-intensive systems, particularly heating, air conditioning (HVAC) and lighting through retrofitting projects. These enhancements are guided by internally defined performance standards that focus on improving energy efficiency and enhancing indoor environmental quality.

We recognize that sustainability in healthcare must be grounded in real-world operational improvements. At Fakeeh Care Group, our efforts focus on practical, outcome-driven upgrades across our facilities. These upgrades are implemented with careful consideration of clinical integrity, patient safety and long-term operational resilience. By leveraging internal audits, facility engineering insights, and modern control technologies, we are strengthening the environmental performance of our hospitals, medical centers, and support services.

ENERGY MANAGEMENT AND EMISSIONS

As a leading healthcare provider, Fakeeh Care Group is committed to environmental stewardship and sustainable practices. Our approach to energy management is an integral part of our Environmental, Social, and Governance (ESG) strategy, focusing on maximizing the use of renewable energy and reducing overall energy consumption.

Energy is fundamental to the delivery of safe and effective healthcare, from powering life-support systems and diagnostic technologies to maintaining stringent infection control through sterilization and climate management. At Fakeeh Care Group, we recognize that the intensity of energy use in clinical environments must be balanced with environmental responsibility and long-term cost efficiency.



Increase Energy Efficiency



Cost Reduction



Expand Renewable Energy Sources



Operational Sustainability

CORPORATE ENERGY STRATEGY

Use of Renewable Energy

At Fakeeh Care Group, we recognize the importance of transitioning to renewable energy sources. Our facilities are increasingly being equipped with solar panels and other renewable energy technologies, significantly reducing our reliance on non-renewable energy sources.

In 2023, we installed solar panels on the roof of our parking plaza in Jeddah. This strategic installation harnesses the abundant sunlight available in the region, providing a sustainable source of energy that powers our operations and reduces our carbon footprint. By harnessing the power of the sun, we aim to minimize our carbon footprint and contribute to a greener future.

Reducing Consumption through Employee Education

Employee education is pivotal in our energy management strategy. We believe that an informed and engaged workforce is essential to achieving our sustainability goals. Regular workshops and training sessions are conducted to educate our employees about energy conservation practices.

This includes simple actions such as turning off lights when not in use, optimizing the use of heating and cooling systems, and understanding the impact of their energy choices.

فقيه.

مستشفى د. سليمان فقيه
Dr. Soliman Fakeeh Hospital
جدة Jeddah

Modern Technology for Energy Efficiency

Fakeeh Care Group is at the forefront of incorporating modern technology to enhance energy efficiency. We have implemented energy-efficient LED lighting across our facilities, which not only reduces energy consumption but also lowers maintenance costs due to their longer lifespan.

Additionally, we utilize central control systems that allow for precise monitoring and management of energy usage. These systems ensure that energy is used effectively and efficiently, reducing waste and optimizing performance.

Preventive Maintenance

Our facilities' engineering teams follow a comprehensive system of daily and weekly preventative maintenance protocols that support energy reliability and efficiency. These include structured inspections of UPS systems, switchgear, HVAC equipment including AHU and exhaust

systems, temperature controls for freezers and clinical medical environments, and electricity metering. These checklists are implemented across all key hospital functions and serve as a frontline tool for detecting inefficiencies, preventing downtime, and optimizing system performance.

Year	2023	2024
Renewable energy consumption (kWh)	168,326	949,609
Direct energy consumption (kWh)	54,605,285	57,655,901
Diesel consumption	17,900	18,160

Emissions

In addition to strict operational controls, we are taking active steps to understand and reduce our carbon footprint across Scope 1 and Scope 2 emissions. While healthcare is inherently energy-intensive due to the nature of clinical care, sterilization, and medical equipment demands, we are focusing on transitioning toward low-carbon operations without compromising health outcomes or safety.

Our emissions management practices are rooted in monitoring, energy consumption tracking and regular performance evaluation across support services facilities. This includes capturing data related to generator use, electricity usage from national grids, and backup systems.

As part of our strategy, we are assessing opportunities for further reductions through energy retrofits, demand-side efficiency and integration of renewable energy across expansion projects. While we currently measure Scope 1 emissions, we are making strides to put a system in place to measure Scope 2 & 3 in the coming years.

Scope 1 (tCO2e)



WATER MANAGEMENT

Water is an indispensable resource in healthcare, underpinning everything from patient hygiene and infection control to laboratory operations and medical equipment sterilization. At Fakeeh Care Group, we recognize the critical role water plays in maintaining a safe and effective clinical environment. Our water management approach emphasizes efficiency, safety, circularity and compliance, upholding the Kingdom's National Water Strategy 2030 by promoting responsible use and sustainable disposal across our operations.

Reflecting our commitment to responsible resource use, operational efficiency and having a positive environmental impact, in 2024, we continued to advance our water conservation initiatives focusing on efficient consumption, wastewater recycling and overall water management.

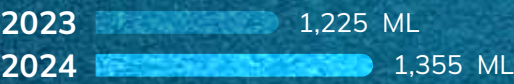
Ensuring a Safe and Reliable Water Supply

To support uninterrupted services, all facilities operate exclusively on municipal water networks, providing reliable and regulated sources of safe water. We maintain continuous water availability through dedicated on-site storage system, multi-stage filtration, and real-time quality monitoring protocol.

Water used in patient care zones undergoes strict filtration and disinfection processes, ensuring compliance with national healthcare standards and the operational requirements of sensitive clinical environments.

Our approach is underpinned by robust infrastructure oversight, preventative maintenance, and operational discipline. Across our hospitals, clinics, and support facilities, daily checks are used to monitor sewage systems, temperature-regulated equipment, and utility networks. These structured protocols form the basis of our water risk prevention strategy, allowing the early detection of anomalies, timely leak repairs, and continuous performance optimization.

Total Water Withdrawal



Total Water Discharge



Water Treated & Reused



Water Efficiency Initiative

Water efficiency is one of our environmental strategic priorities driven by our commitment to positive environmental practices, and the Kingdom's broader goals under the National Water Strategy 2030. Recognizing the scarcity of water resources, we have adopted a comprehensive approach to reduce water consumption without compromising quality or hygiene.

Since 2021, we have implemented several engineering interventions across our facilities targeting water-intensive systems and user behaviors. This includes the installation of low-flow faucets and dual-flush systems that reduce unnecessary water discharge in patient rooms, public areas, and administrative zones. The installation of sensor-activated taps across high-traffic and critical care areas has supported the goal of ensuring water is only dispensed when needed by minimizing waste and contamination risk.

Water Recycling, Reuse and Disposal

In 2024, we have continued to operate greywater reuse systems. These systems collect water from low-contamination sources such as sinks, showers, and handwashing stations. Once collected, the greywater undergoes basic mechanical filtration and disinfection, allowing it to be safely reused primarily for landscape irrigation.

This initiative supports our commitment to circular economy principles and reduces stress on the municipal water supply. To further optimize the use of recycled water, we have integrated drip irrigation systems and moisture-controlled sprinkler technology in our landscape management approach. These systems are designed to distribute water directly to root zones, reducing

surface runoff, and respond to soil-moisture levels in real time, helping to prevent over-irrigation and improve absorption efficiency.

In clinical and laboratory areas, where direct reuse is restricted due to health and safety regulations, we focus on safe pre-treatment before discharging water into municipal treatment networks. This includes pH neutralization of laboratory wastewater, ensuring that effluent entering the public system is stable and suitable for downstream reuse managed by local authorities.



WASTE MANAGEMENT

Effective waste management is integral to our sustainability strategy and essential to maintaining the highest standards of clinical safety, environmental responsibility, and operational excellence. At Fakeeh Care Group we recognize that healthcare waste is diverse and highly regulated, ranging from general waste to infectious, pharmaceutical and hazardous clinical waste.

Our waste management framework is built on the principles of safety, segregation, regulatory compliance, and circularity. We aim to minimize environmental risk while safeguarding public health, patient safety, and workforce wellbeing.

Responsible Waste Management

Our operations generate a diverse waste profile including high-risk materials such as infectious waste, sharps, pharmaceuticals and chemical residues. To address this complexity, we have implemented a structured segregation protocol supported by annual workforce training, standardized interim storage, and traceable vendor-led disposal processes.

category, use of designated containers and bags, interim storage protocols, and response to potential contamination risks. Disposal activities are tracked monthly in coordination with certified third-party contractors who are regularly audited to ensure adherence to the highest standards of health, safety and environmental compliance.

All personnel involved in waste management undergo mandatory training that covers safe sorting by

Total Waste Generated (tons)



Total Hazardous Waste (tons)



Recycled Waste (%)



Hazardous Waste Management

Much of our waste footprint consists of hazardous medical waste, which includes infectious material, sharps, cytotoxic pharmaceuticals, and chemical effluents. In 2024, an increase in hazardous waste volumes reflects both the expansion of our healthcare services and enhanced monitoring mechanisms.

To mitigate risk, we partner exclusively with licensed and specialized waste contractors who ensure end-of-end compliance—from secure transport

to environmentally sound disposal. Internally, our facilities management and infection control teams enforce rigorous procedures, including sealed containment, thermal pre-treatment (where applicable), and pH neutralization of lab effluents before discharge. Monthly reports from contractors provide a full breakdown of waste volumes, disposal methods, and traceability records by site.



Advancing Recycling and the Circular Economy

While the nature of clinical operations limits recyclability in certain areas, we have made measurable progress in strengthening our recovery systems, making them safe and feasible. By refining waste categorization, upgrading container infrastructure and collaborating with recycling companies, we have begun to divert and increase the volume of general and non-contaminated waste to recycled waste.

Our recycling rate improved from 0.3% in 2023 to 0.4% in 2024 through investments in expanded training on recycling, installation of segregated bins, and partnering with recycling firms.

Paper and plastic reduction program through the implementation of digital documentation solutions.



Educating staff about waste reduction practices.



Exploration of sustainable solutions for handling organic waste generated from food services.



Implementing segregated bins throughout hospitals and clinics to promote recycling.

فقيه

06

BUILD A RESILIENT ORGANIZATION





COMPASSION MEETS PRECISION

Preserving Vision in Premature Infants Through Advanced ROP Treatment

At our Hospital in Riyadh, a premature infant born under 30 weeks gestation was successfully treated for Retinopathy of Prematurity (ROP) using advanced laser therapy.

This delicate procedure, led by **Dr. Muhammad Bazil**, targeted the abnormal growth of retinal blood vessels—a serious condition that can lead to permanent blindness if left untreated. Leveraging early diagnosis and immediate intervention, the team was able to halt disease progression, preserve the infant's vision, and support healthy neurological development during this critical stage of life.

Providing care for premature infants requires not only medical expertise, but also highly specialized equipment and multidisciplinary coordination. The successful outcome of this case demonstrates our ability to deliver subspecialty neonatal care that meets the highest standards. DSFH Riyadh's integration of pediatric ophthalmology expertise with state-of-the-art laser technology enables our teams to respond swiftly and effectively to complex conditions like ROP.

As part of our ongoing investment in neonatal excellence, we continue to strengthen early-life interventions that improve long-term outcomes ensuring every infant receives the strongest foundation for future health and development.

DELIVERING CLINICAL EXCELLENCE

At Fakeeh Care Group, the pursuit of clinical excellence and patient safety is not merely a goal but the cornerstone of our governance strategy. We recognize that delivering high-quality care is integral to our mission and vital to the wellbeing of our patients. Ensuring that every patient receives the best possible care requires a rigorous commitment to quality and safety, and we have embedded these principles deeply within our operational framework.

Quality and Patient Safety Indicators

A testament to our commitment is the rigorous monitoring of over **150 quality and patient safety** indicators. These indicators serve as benchmarks for our performance and help us maintain the highest standards of care.

They encompass a wide array of metrics, from infection control and medication management to patient satisfaction and clinical outcomes. Through meticulous data collection and analysis, we are able to identify areas for improvement and implement targeted strategies to enhance our services.



Continuous Improvement

Continuous improvement is a fundamental aspect of our governance strategy. We understand that in the dynamic field of healthcare, adaptability and responsiveness are crucial. To this end, we have developed robust improvement plans that are regularly updated and monitored. These plans are designed to address any identified deficiencies and to promote advancements in patient care. By fostering a culture of accountability and transparency, we ensure that our staff is always striving for excellence.

Education and Training

Education and training are pivotal to sustaining our high standards of patient safety. We invest heavily in the professional development of our staff, providing them with the necessary tools and knowledge to excel in their roles. Regular training sessions, workshops, and seminars are conducted to keep our teams abreast of the latest practices and technologies. This not only enhances their skills but also empowers them to make informed decisions that benefit our patients.

Technology and Innovation

Harnessing the power of technology and innovation is central to our strategy for clinical excellence. We leverage advanced medical technologies and digital solutions to streamline our processes and improve patient outcomes. From electronic health records that ensure a seamless flow of information to cutting-edge diagnostic equipment that aids in accurate and timely diagnosis, our investment in technology is a testament to our commitment to providing superior care.

Patient-Centered Care

At the heart of our approach is the principle of patient-centered care. We believe that healthcare should be personalized and responsive to the unique needs of each patient. By engaging patients in their own care and encouraging open communication, we build trust and foster a collaborative relationship. Our patient-centered initiatives are designed to enhance the patient experience and ensure that their voices are heard.





COMPASSION MEETS PRECISION

Advanced Neonatal Care Saves Newborn in Critical Condition

A newborn presenting with severe internal bleeding shortly after birth was successfully treated by our neonatal team; through Immediate and through the close coordination of our pediatric and neonatal intensive care units, the infant's condition was stabilized, leading to a full recovery.

The successful management of such a critical emergency reflects the depth of expertise and readiness across our neonatal services.

With advanced capabilities and a highly skilled team, we continue to provide lifesaving care for high-risk infants ensuring they receive the strongest possible start to life.

GUIDING PATIENTS TO THE RIGHT CARE AT THE RIGHT TIME

Fakeeh Care Group's integrated health system ensures that every patient at every stage receives timely, coordinated and compassionate care. Through digital records, multidisciplinary teams, and a continuum of medical services under one network, patients experience a healthcare journey that is seamless, responsive and personal.

106,200

Home Health Visits
in 2024

Preventative and Primary Care

Most patients begin their journey at one of Fakeeh Care's Medical Centers located across Jeddah.

These facilities offer a wide range of services including general practice, pediatrics, women's health, preventative medicine, chronic disease screening and diagnostic services.

Care teams work together to identify risks early, provide education and guide patients to appropriate specialists or treatments, avoiding unnecessary hospitalization and enabling early interventions.

Specialists and Acute Services

When advanced diagnostics, surgical procedures or acute interventions are required, patients are referred to one of Fakeeh Care Group's tertiary hospitals such as Dr. Soliman Fakeeh Hospital Jeddah and Dr. Soliman Fakeeh Hospital Riyadh. These hospitals offer multidisciplinary teams across cardiology, oncology, orthopedics, maternal-fetal medicine, neurology and more advanced specialties.

Through our seamlessly integrated electronic health records, patients can confidently ensure a full clinical handover. Our volunteer teams across the hospital support in navigating from one center to another, providing a positive hospital experience from the moment of admission to inpatient treatment to discharge planning. This reduces the risk of duplication and improves diagnosis time as patient data is unified across the Group's health network.

Rehabilitation and Transitional Care

Following hospital care, eligible patients are transitioned to rehabilitation or transitional care services, either within the hospital's outpatient department, one of our Medical Centers or through a dedicated unit.

Services include physical therapy, occupational therapy, wound care and long-term recovery plans.

Patients benefit from receiving multidisciplinary follow-ups to minimize readmission and regain their independence.

Home-Based and Remote Services

Patients requiring continued monitoring, palliative support or chronic disease management may be transitioned to Dr. Soliman Fakeeh Home Care Services.

These include home visits by nurses and physicians, remote health tracking, medication delivery, and teleconsultations for follow-ups.

This approach supports patients who may be classified as mobile-impaired or may have barriers to transportation, enabling them to recover from surgery and continue their care in the comfort of their own homes, ensuring equitable access.

Re-entry and Long-Term Management

Patients who visit any Fakeeh Care Group facility when the need arises, for preventative screening, specialist review or follow-up after home care, can be sure of a smooth transition and confident that redundant testing would be avoided.

At every level, care is guided by patient history, family history, risk level and the need to ensure that patients receive the right care at the right time.

Corporate Governance

BOARD OF DIRECTORS & COMMITTEES

At Fakeeh Care Group, we uphold the highest standards of corporate governance, guided by global best practices and the regulatory framework set forth by the Saudi Capital Market Authority (CMA).

Our governance principles serve as the foundation for operational integrity, financial sustainability, and strategic growth, fostering trust among shareholders, stakeholders, and the broader community.

Our governance framework is built on transparency, accountability, and ethical conduct, ensuring a clear distinction between management and oversight functions. By integrating robust governance mechanisms, we support strategic decision-making and effective risk management, aligning closely with our long-term vision of delivering exceptional healthcare services.

The Board of Directors of Fakeeh Care Group is structured to ensure an appropriate balance of executive, non-executive, and independent members, facilitating effective oversight, strategic guidance, and decision-making. The composition adheres to regulatory guidelines, promoting diversity in skills, expertise, and perspectives essential for comprehensive governance.

As part of our ESG commitment, we continuously enhance governance practices to promote responsible leadership, stakeholder engagement, and sustainable value creation. Through rigorous compliance, ethical business conduct, and a culture of integrity, we reinforce our dedication to corporate responsibility while driving positive societal impact.



Ammar Soliman Abdel Kader Fakeeh

Saudi Arabia
Chairman – Non-executive



Mazen Soliman Abdel Kader Fakeeh

Saudi Arabia
Group President – Executive



Manal Soliman Abdel Kader Fakeeh

Saudi Arabia
Vice Chairman – Non-executive



Ayman Asaad Soliman Abdo

Saudi Arabia
Board Member – Executive



Noor AlRehman Abbas Ali Abid

Bahrain
Board Member – Non-executive



Debora Gill

United Kingdom
Board Member – Independent Member



Anees Ahmed Mohamed Moumina

Saudi Arabia
Board Member – Independent Member



Torben Hilbertz

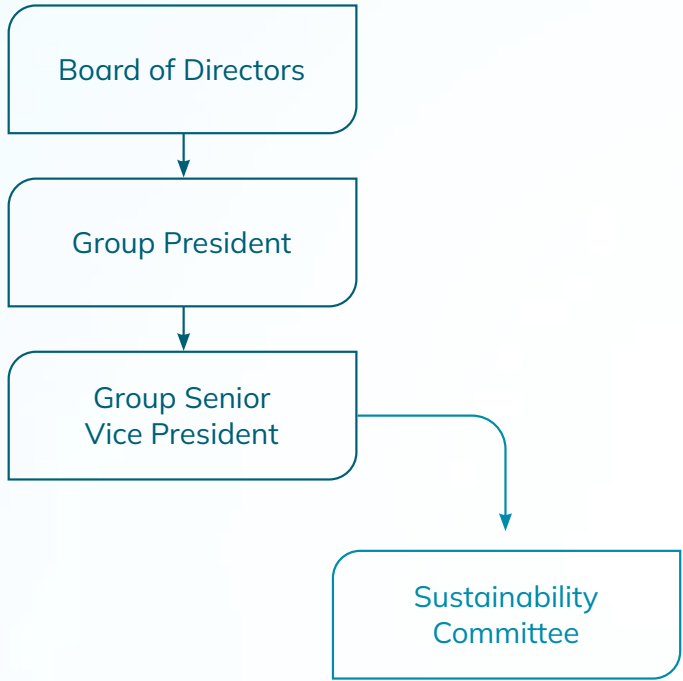
Germany
Board Member – Independent Member

GOVERNANCE STRUCTURE

To ensure robust governance in ESG areas, we have established the Sustainability Committee, composed of members from our Executive Committee and Senior Management. This diverse composition enables comprehensive oversight and strategic decision-making across key operational areas, including procurement, information technology, human resources, and operations, within the ESG framework.

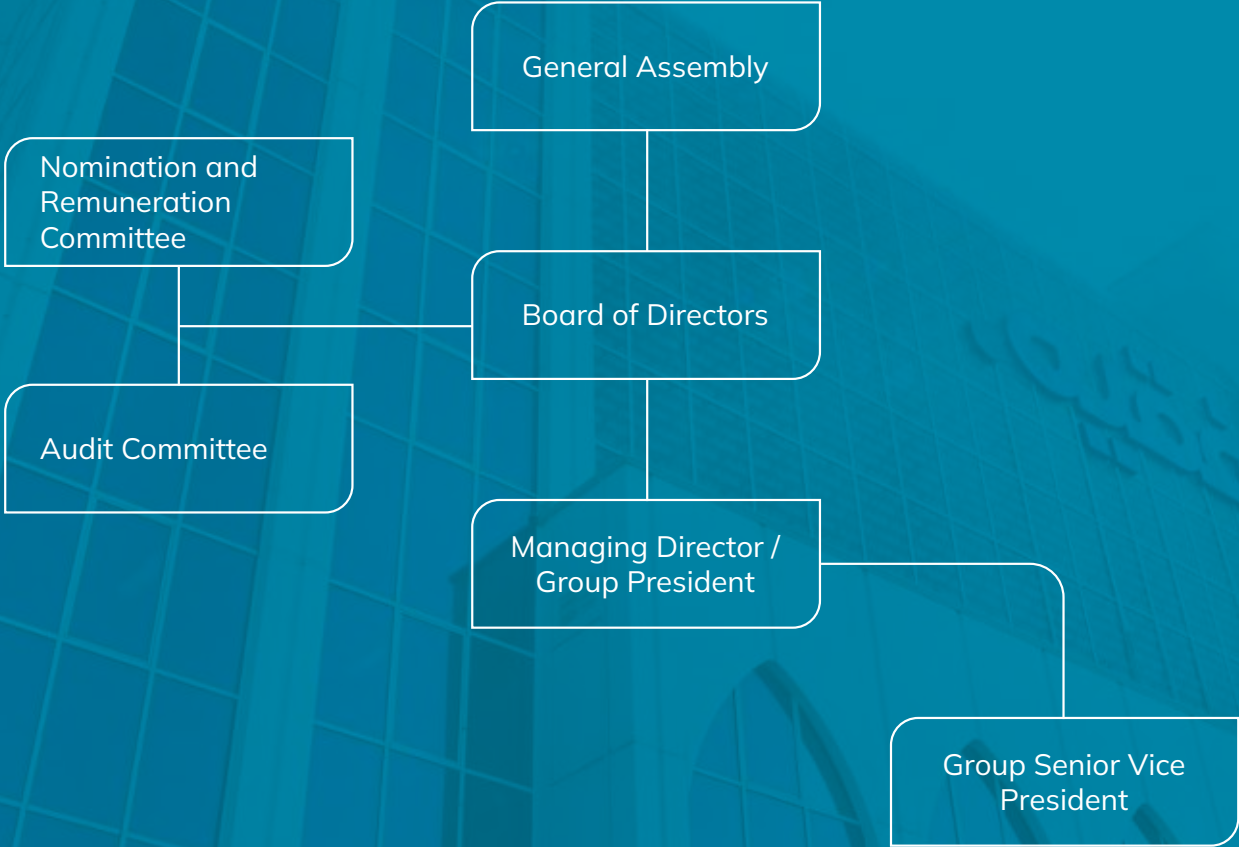
The primary responsibilities of the Sustainability Committee include:

- Monitoring and reviewing health, safety, environmental, and sustainability performance.
- Identifying risks and recommending strategies to mitigate environmental and social impacts.
- Assessing performance against sustainability objectives, guided by the United Nations Sustainable Development Goals (UNSDGs) and the Global Reporting Initiative (GRI) framework.



By integrating sustainability practices into our decision-making processes, Fakeeh Care Group reinforces its commitment to responsible corporate governance.

The Sustainability Committee plays a pivotal role in ensuring that our operations align with global best practices, fostering long-term environmental and social impact management.



Risk management

RISK MANAGEMENT FRAMEWORK

Fakeeh Care Group (FCG) adheres to global best practices by employing a comprehensive risk management framework that encompasses operational, financial, technological, strategic, and other risk domains. Governance oversight is provided by the Board of Directors and specialized committees such as the Audit & Risk Committee and the Performance Improvement and Compliance Council.

Risk Management Process



Risk Identification

Risk identification involves systematically recognizing potential threats and vulnerabilities across both direct and non-clinical domains within Fakeeh Care Group. This process ensures that risks that could impact strategic objectives and operational access are properly identified, categorized, and evaluated.

Risk Assessment & Analysis

Once risks are identified, they undergo a thorough assessment to determine their potential impact and likelihood of occurrence. This informed analysis enables the organization to establish the prioritization of risks based on severity and probability. Establishing the seriousness of each risk allows for informed contingency planning using risk mitigation profiles.

Risk Control

Fakeeh Care Group takes firm measures to develop and implement appropriate mitigation strategies based on the nature of each risk. These strategies may include:



Risk Monitoring

Risk monitoring is a continuous process that ensures the ongoing effectiveness of risk mitigation strategies. Regular assessments and updates are conducted to ensure the relevance of previous measures and to provide early detection of emerging risks or deteriorating conditions. The results inform leadership in reducing risk exposure and improving organizational resilience over time.



[Please refer to Fakeeh Care Group Annual Report 2024 for more information](#)

CLIMATE RISKS AND OPPORTUNITIES

Risk	Risk Description	Opportunities and Mitigation Strategies
Climate change (e.g., heatwaves, rising temperatures)	Encompassing threats such as extreme weather events, shifting disease patterns, infrastructure vulnerabilities may lead to operational disruption, financial losses, and reputational damage.	Implement energy-efficient technologies, reduce carbon emissions, invest in resilient infrastructure. Enhance emergency preparedness protocols
Resource depletion (e.g., water scarcity, energy shortages)	The accelerating depletion of vital resources such as clean water, energy resources, and medical supplies present a grave threat of the continuity of the services, compromising the patient's care and impeding the delivery of the essential medical services.	Invest in renewable energy sources, develop a proactive resource conservation and alternative supply chains
Pollution (e.g., waste management, air and water emissions)	The pervasive effects of pollution, including air, water, and hazardous waste contamination, pose a significant risk to our healthcare organization, jeopardize the patient health, staff wellbeing and environment sustainability	Reduce waste generation, invest in pollution control technologies, comply with environmental regulations



ETHICS & COMPLIANCE

At Fakeeh Care Group, our commitment to ethics and compliance forms the cornerstone of our operations. As a leading healthcare organization, we recognize the critical importance of adhering to stringent regulatory requirements and maintaining the highest standards of professional conduct. Our ethical framework is built on principles that ensure trust, integrity, and transparency in every aspect of our service delivery.

Strong Ethical Framework

Our strong ethical framework is designed to guide our employees, partners, and stakeholders in making decisions that align with our core values. This framework is not merely a set of guidelines, but a living document that reflects our dedication to ethical practices. It encompasses our mission to provide high-quality healthcare services while upholding the dignity and rights of our patients, employees, and the community at large.

We have established a comprehensive code of ethics that outlines the expected behaviors and responsibilities of everyone associated with Fakeeh Care Group. This code emphasizes the importance of respect, honesty, and accountability, ensuring that every decision and action taken within the organization is in the best interest of our patients and complies with legal and regulatory standards.

Regulatory Compliance

In the healthcare sector, regulatory compliance is paramount. Fakeeh Care Group is committed to following all relevant laws, regulations, and standards set forth by local and international health authorities. Our compliance program is robust and includes regular audits, training sessions, and continuous monitoring to ensure that we meet or exceed these requirements.

We understand that non-compliance can have severe consequences, not only for our organization but also for the health and well-being of our patients. Therefore, we have implemented a proactive approach to compliance, which includes staying updated with changes in legislation and best practices, and integrating these into our operational procedures. Our compliance officers play a crucial role in overseeing this program, providing guidance, and addressing any potential issues swiftly and effectively.

Values and Integrity

At the heart of Fakeeh Care Group's ethics and compliance program is our commitment to values and integrity. We believe that our values define who we are and how we operate. Our core values include compassion, excellence, innovation, and collaboration. These values drive us to deliver exceptional care while fostering an environment of mutual respect and trust.

Integrity is the foundation of our patient care philosophy. We are dedicated to being transparent in our communications, honest in our dealings, and fair in our practices. This commitment to integrity ensures that we maintain the trust of our patients, their families, and the broader community. It also fosters a positive workplace culture where employees feel valued and empowered to uphold the highest ethical standards.





Training and Education

To ensure that our ethical framework and compliance program are effectively implemented, Fakeeh Care Group invests significantly in training and education. We provide ongoing training sessions for all employees, from frontline staff to senior management, covering topics such as ethical decision-making, regulatory requirements, and reporting mechanisms.

Our training programs are designed to be interactive and engaging, using real-life scenarios to illustrate the importance of ethics and compliance in healthcare. By equipping our employees with the knowledge and tools they need, we empower them to act with integrity and uphold our standards in every situation.

Reporting and Accountability

A key component of our ethics and compliance program is the establishment of clear reporting mechanisms. Fakeeh Care Group encourages employees, patients, and stakeholders to report any concerns or violations of our ethical standards. We have implemented confidential reporting channels that ensure anonymity and protection against retaliation.

Percentage of policies with regular review cycles (%)



Ethics training completion rate (%)



% of employees trained on human rights policies and procedures



Our commitment to accountability extends to how we handle reports of misconduct. All reports are thoroughly investigated, and appropriate actions are taken to address any issues. This transparent approach reinforces our dedication to maintaining a culture of integrity and accountability within the organization.

By upholding the highest standards of ethical conduct and regulatory adherence, we ensure the trust and safety of our patients and the integrity of our organization. Our strong ethical framework, coupled with our dedication to compliance, values, training, reporting, and continuous improvement, positions us as a leader in the healthcare industry.



SUSTAINABLE SUPPLY CHAIN MANAGEMENT

At Fakeeh Care Group, we recognize the critical role of a sustainable supply chain in delivering exceptional healthcare services. We have implemented stringent measures to ensure that our procurement processes are environmentally responsible and socially equitable. By collaborating with suppliers who share our commitment to sustainability, we ensure that our medical supplies, equipment, and pharmaceuticals are sourced ethically and produced with minimal environmental impact. This alignment with sustainable practices not only enhances the quality and reliability of our healthcare offerings but also contributes to the wellbeing of our communities and the planet.

Our sustainable supply chain management strategy encompasses rigorous evaluations of supplier practices, focusing on energy efficiency, waste reduction, and fair labor conditions. We prioritize transparency and accountability, regularly assessing our supply chain's performance and making necessary adjustments to meet evolving environmental and social standards. Through these efforts, Fakeeh Care Group aims to lead the healthcare sector in sustainability, demonstrating that clinical excellence and environmental stewardship can go hand in hand, ultimately fostering a healthier future for all.



*Approximately **35%** of our purchases are made through local suppliers, significantly enhancing the national economy.*

This approach ensures that we support local businesses and reduce the carbon footprint associated with transportation. By fostering strong relationships with local suppliers, we contribute to the economic resilience and sustainability of the communities where we operate.

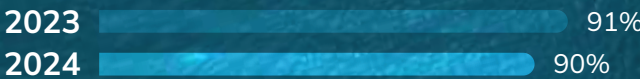
To maintain high standards and continually improve our supply chain practices, we regularly conduct supplier feedback surveys and act upon the feedback received. This proactive approach allows us to identify areas for improvement, address concerns promptly, and build stronger, more collaborative relationships with our suppliers. Moreover, in the healthcare sector, ensuring the supply of critical items is vital. To this end, we perform comprehensive risk assessments regularly to identify potential disruptions and implement strategies to mitigate these risks, ensuring a steady and reliable supply of essential medical products.



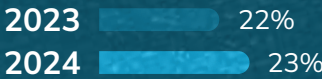
In situations where non-compliance occurs, particularly those involved in pharmaceutical or clinical products, we follow a robust and well-documented incident management protocol. This includes immediate verification of alerts, quarantine and removal of affected stock, and coordination with regulatory bodies such as the Saudi Food and Drug Authority (SFDA).

We also require suppliers to submit corrective action plans, and repeated breaches may lead to further sanctions or disqualification. This process is designed not only to protect patient safety but also to maintain trust in our procurement operations.

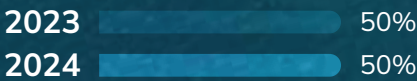
Supplier Satisfaction Score



Percentage of Products and Services Categories Assessed for Health and Safety Impact



Percentage of New Suppliers Assessed Using Environmental and Social Criteria



CYBERSECURITY & DATA PROTECTION

At Fakeeh Care Group, the protection of patient data and the maintenance of robust cybersecurity measures are of paramount importance. As a leading healthcare organization, we understand the critical nature of safeguarding sensitive information and are dedicated to implementing comprehensive strategies and technologies to ensure data privacy and integrity.

Cybersecurity Initiatives

Fakeeh Care Group has taken significant steps to fortify our cybersecurity posture. Our initiatives include:

Regular Employee Training

Our employees undergo regular training sessions on cybersecurity best practices. These sessions are designed to increase awareness of potential threats and enhance the ability to recognize and respond to security incidents.

Phishing Simulations

We conduct frequent phishing simulations to test and improve our employees' ability to identify and avoid phishing attempts. This proactive approach helps to mitigate the risk of successful phishing attacks.

Penetration Testing

Regular penetration testing is performed to identify and address vulnerabilities within our systems. By simulating real-world attack scenarios, we can strengthen our defenses and ensure the resilience of our cybersecurity infrastructure.

Technical Monitoring Systems and Tools

We employ a range of advanced technical monitoring systems and tools to detect and prevent cyber threats. These include:

- Intrusion Detection and Prevention System (IDPS): Monitors network traffic for suspicious activity and blocks potential threats.
- Extended Detection and Response (XDR): Provides a holistic approach to threat detection and response across multiple security layers.
- Security Information and Event Management (SIEM): Aggregates and analyzes security data from various sources to identify and respond to threats in real-time.
- System Audit Logs: Maintains detailed logs of system activity to ensure accountability and facilitate forensic analysis in the event of a security breach.

Data Privacy Measures

Ensuring the privacy of patient data is essential to maintain trust in our healthcare services. We have implemented several measures to safeguard the confidentiality and integrity of patient information:

Data Encryption

All sensitive patient data is encrypted both in transit and at rest, ensuring that it remains protected from unauthorized access.

Access Controls

Strict access controls are in place to limit access to patient data to authorized personnel only. This helps to prevent data breaches and maintain the confidentiality of sensitive information.

Compliance with Regulations

Fakeeh Care Group is committed to complying with all relevant data privacy regulations and standards. We continuously review and update our policies and procedures to ensure alignment with the latest regulatory requirements.



Message from the Chief Information Security Officer

“As the Chief Information Security Officer of Fakeeh Care Group, I am proud of the robust cybersecurity and data privacy measures we have implemented to protect our patients’ information. Our commitment to securing sensitive data and maintaining the highest standards of privacy is unwavering.

We will continue to invest in advanced technologies, employee training, and best practices to ensure that our cybersecurity posture remains strong and resilient.”

Chief Information Security Officer

	2023	2024
Number of Data breaches	0	0
Number of users affected	0	0
% involving personally identifiable information	0%	0%
% compliance with cybersecurity trainings	90%	92%

An aerial photograph of a coral reef system. A long, narrow, light-colored sandy spit of land extends from the top left towards the center of the frame. The surrounding water is a deep, vibrant blue-green color, showing intricate patterns of coral reefs and varying depths. The overall scene is serene and natural.

07

GRI INDEX

GRI Standard	Disclosure	Reference
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Story
	2-2 Entities included in the organization's sustainability reporting	Our Geographic Footprint Annual Report 2024 (Overview)
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of Information	About This Report
	2-5 External assurance	About This Report
	2-6 Activities, Value Chain and Other Business Relationships	Annual Report 2024 (Our Business Model)
	2-7 Employees	Total Employees 5,465 Caring for our people
	2-8 Workers who are not employees	NA
	2-9 Governance structure and composition	Corporate Governance Annual Report 2024 (Corporate Governance Overview)
	2-10 Nomination and selection of the highest governance body	Corporate Governance Annual Report 2024 (Corporate Governance Overview)
	2-11 Chair of the highest governance body	Corporate Governance Annual Report 2024 (Corporate Governance Overview)
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance
	2-13 Delegation of responsibility for managing impacts	Corporate Governance
	2-14 Role of the highest governance body in sustainability reporting	Annual Report 2024 (Corporate Governance Overview)
	2-15 Conflicts of interest	Ethics & Compliance Annual Report 2024 (Corporate Governance Overview)
	2-16 Communication of critical concerns	ESG Strategy Please contact for more information.
	2-17 Collective knowledge of the highest governance body	ESG Strategy Corporate Governance
	2-18 Evaluation of the performance of the highest governance body	Risk Management
	2-19 Remuneration policies	Ethics & Compliance
	2-20 Process to determine remuneration	Ethics & Compliance
	2-21 Annual total compensation ratio	Awards & Recognition
	2-22 Statement on sustainable development strategy	Stakeholder Engagement
	2-23 Policy commitments	
	2-24 Embedding policy commitments	
	2-25 Processes to remediate negative impacts	
	2-26 Mechanisms for seeking advice and raising concerns	
	2-27 Compliance with laws and regulations	
	2-28 Membership associations	
	2-29 Approach to stakeholder engagement	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	Materiality Assessment
GRI 201:Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report 2024
	201-2 Financial Implications and Other Risks and Opportunities due to climate Change	Risk Management
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Annual Report 2024 (Corporate Governance Overview)
GRI 203: Indirect Economic Performance 2016	203-1 Infrastructure Investments and Services Supported	Expanding Access to Exceptional Healthcare Annual Report 2024 (Overview)
	203-2 Significant Economic Impacts	Community Investment Annual Report 2024 Please contact for more information.
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Supply Chain Management
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Ethics & Compliance
	205-3 Confirmed incidents of corruption and actions taken	Ethics & Compliance
GRI 302: Energy 2018	302-1 Energy consumption within the organization	Energy Management and Emission
	302-2 Energy consumption outside of the organization	Energy Management and Emission
	302-3 Energy intensity	Energy Management and Emission
	302-4 Reduction of energy consumption	Energy Management and Emission
	302-5 Reductions in energy requirements of products and services	Energy Management and Emission

GRI Standard	Disclosure	Reference
GRI 303: Water 2018	303-1 Interactions with water as a shared resource	Water Management
	303-2 Management of water discharge-related impacts	Water Management
	303-3 Water withdrawal	Water Management
	303-4 Water discharge	Water Management
	303-5 Water consumption	Water Management
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Foster a Healthy Ecosystem
	305-2 Energy indirect (Scope 2) GHG emissions	Foster a Healthy Ecosystem
	305-3 Other indirect (Scope 3) GHG emissions	Not Reported - In Progress
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
	306-3 Waste generated	Waste Management
	306-4 Waste diverted from disposal	Waste Management
	306-5 Waste directed to disposal	Waste Management
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Caring for Our People
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Caring for Our People
	401-3 Parental leave	Caring for Our People Please contact for more information.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	A Caring Workplace
	403-2 Hazard identification, risk assessment, and incident investigation	A Caring Workplace Please contact for more information.
	403-3 Occupational health services	A Caring Workplace
	403-4 Worker participation, consultation, and communication on occupational health and safety	A Caring Workplace
	403-5 Worker training on occupational health and safety	A Caring Workplace
	403-6 Promotion of worker health	A Caring Workplace
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	A Caring Workplace
	403-8 Workers covered by a health and safety management system	A Caring Workplace
	403-9 Work-related injuries	A Caring Workplace Please contact for more information.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Developing Talent
	404-2 Programs for upgrading employee skills and transition assistance programs	Developing Talent Please contact for more information.
	404-3 Percentage of employees receiving regular performance and career development reviews	100%
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance Milestones Annual Report 2024 (Corporate Governance Overview)
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	A Caring Workplace
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Caring for Our Communities
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Delivering Clinical Excellence
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Delivering Clinical Excellence Please contact for more details.
GRI 417: Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	Zero
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero Cybersecurity and Data Protection

Please refer to Fakeeh Care Group Annual Report 2024 for more information



For almost five decades, we have upheld excellence, compassion, and strong governance shaping a lasting legacy that continues with you. Thank you for being part of this journey.

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