84.8%
customer satisfaction rate in KSA

15.83%
Women employees - direct and contractors (14.03% direct)

⃁ 14
million total community investment

05. Development of human capital through digital innovation

Our customers	98
Our people	130
Our community	152

1, 2, 3, 4, 5, 6, 9

Vibrant Society

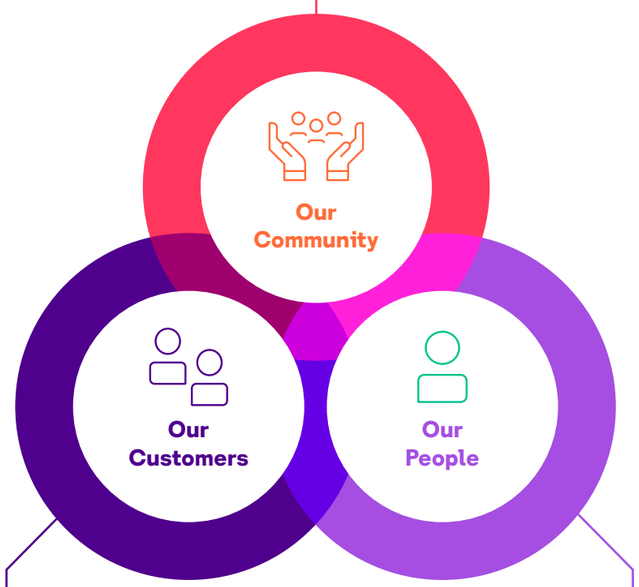
Human capital refers to 3 sets of our stakeholders: our customers, our people (employees), and our community. We have risks for each of these sets of stakeholders and a strategy for dealing with these risks, as reflected in our material topics and our adherence to Saudi Vision 2030, which has laudable goals for the development of human capital.

Our approach to human capital development at stc is closely aligned with the principles of Saudi Vision 2030. We are dedicated to promoting accessibility and digital inclusion, working to provide all with equitable access to technology and information; while adhering to the strictest global standards on data privacy, security and protection, guaranteeing customers are safe while engaging with our services.

Health, safety and wellness are at the forefront of our initiatives, reflecting our commitment to fostering a healthy lifestyle among our employees and the broader community, as well as leveraging our technology and infrastructure to promote e-health. By incorporating diversity, equity and inclusion, we build a workforce that embraces varied perspectives and backgrounds, allowing innovation and creativity in the workplace to flourish.

Our focus on digital innovation and improving customer experience aligns with Vision 2030's goals for a dynamic economy. We also maintain strong customer relations and satisfaction to ensure the needs of the community are met. Lastly, through effective talent management and active community contribution and development, we play a vital role in nurturing human capital that supports the Kingdom's vision for a prosperous and sustainable future.

We are committed to best sustainability practices and alignment with international standards. Thus, we have mapped our social material topics to the respective sections with the following breakdown highlighting our key initiatives in human capital development, showcasing our commitment to fostering a skilled, inclusive and empowered society.



Material topic
- Community contribution and development

Section
- Empowering Communities, Enabling Progress

Material topic
- Customer relations and satisfaction
- Accessibility and digital inclusion
- Digital innovation and experience

Section
- Cultivating Connections That Matter
- Bridging Gaps, Building Futures
- Revolutionizing Experiences Through Innovation

Material topic
- Diversity, equality and inclusiveness
- Talent management
- Health, safety and wellness

Section
- Embracing Every Voice
- Nurturing Talent, Unlocking Potential
- Prioritizing Health, Safety, and Well-being

Our customers

Cultivating connections that matter

At stc, we believe strong customer relationships are the foundation of long-term success. Our commitment to customer-centric transformation goes beyond offering high-quality products and services; it is about creating meaningful, lasting connections that strengthen customer satisfaction, trust and loyalty. As we move into 2025 and beyond, we are focused on reshaping the customer experience through a holistic, data-driven approach that prioritizes personalization, accessibility and seamless interactions.

In an era where expectations are shaped by digital innovation, we recognize true differentiation comes from understanding our customers on a deeper level. This means anticipating their needs before they arise, providing intuitive solutions that simplify their lives, and maintaining consistency across every touchpoint, from digital platforms to in-person interactions. By combining cutting-edge technology with human-centric service excellence, we are creating an ecosystem where every engagement feels effortless, relevant and uniquely tailored to individual preferences.

Our vision for the future of customer engagement is anchored in 3 key principles:

- **Personalization at scale** – Through AI-powered insight and real-time data analytics, we deliver **tailored experiences** that align with each customer's preferences, behaviors and unique journey with stc.
- **Seamless omnichannel interactions** – Whether engaging through **our mobile app, website, social media, call centers or retail stores,** customers can expect a **consistent and frictionless experience** designed around their needs.
- **Proactive and responsive engagement** – By leveraging **predictive analytics,** we anticipate customer challenges before they escalate, guaranteeing faster resolutions, greater convenience and **higher satisfaction levels.**

As we continue our transformation journey, we remain steadfast in our mission to not just meet expectations but exceed them. Our strategy is built on innovation, agility and a deep commitment to customer empowerment, confirming every interaction strengthens the bond between our brand and the people we serve.

Customer relations and satisfaction

Delivering an exceptional customer experience is a top priority and we continuously strive to improve our services through data-driven insight and customer feedback. By leveraging advanced analytics and targeted engagement strategies, we make sure our offerings align with evolving customer expectations.

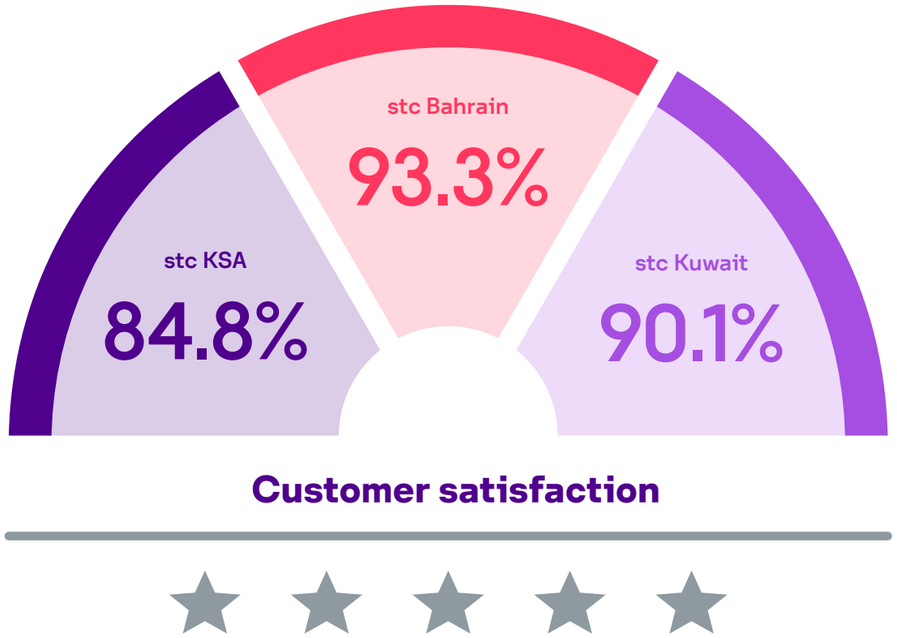
In 2024, stc KSA achieved a customer satisfaction rate of 84.77%, based on surveys of 11% of customers. Meanwhile, stc Bahrain and stc Kuwait recorded satisfaction rates of 93.3% and 90.1% respectively.

Analytics are central to stc's strategy for improving sales channels and improving the customer experience. Our Customer Value Management (CVM) team leverages big data to create targeted campaigns for upselling and cross-selling and strengthen our customer relationships.

To further elevate our customer experience, stc continued to improve its services through several initiatives that directly impact our customer satisfaction, including:

- **Smart home services:** Providing intelligent, user-friendly solutions for home automation, security and energy management, improving convenience and control for customers.
- **Sayen digital signatures:** Offering seamless, secure digital documentation services, boosting faster and more efficient transactions for customers in banking, procurement and HR.
- **Automated ticket dispatch for incident management:** Reducing service delays and improving response times for technical issues, assuring a smoother customer support experience.
- **Smart meter initiative:** Advancing billing accuracy and energy consumption tracking for telecom towers, improving transparency and customer trust.

By focusing on smart technologies, automation and personalized customer engagement, stc continues to improve service quality, customer convenience and satisfaction, reinforcing its leadership in the digital experience space.



Performance metrics

Customer satisfaction	stc KSA 2022	stc KSA 2023	stc KSA 2024
Customer Experience Index (CEI)	88%	89%	**92%**

Customer satisfaction	stc KSA 2022	stc KSA 2023	stc KSA 2024	stc Bahrain** 2022	stc Bahrain** 2023	stc Bahrain** 2024	stc Kuwait* 2022	stc Kuwait* 2023	stc Kuwait* 2024
Customer satisfaction rate	83.50%	84.70%	**84.77%**	78%	92%	**93.3%**	87%	87%	**90.1%**
Response rate (%)	12%	14%	**11%**	-	-	-	100%	100%	**100%**
Call center productivity									
% of first call resolution (FCR)	79%	78%	**82%**	96%	96%	**96%**	88%	91%	**91%**

*2024 data is not comparable year-on-year due to a new methodology (CATI, condensed questionnaire, stratified base, and 5-point NPS scale).
**stc Bahrain percentages are not available; however, the response counts are as follows: 130,174 (2022), 102,926 (2023), and 465 (2024).

Our customers continued

Customer complaints

While we strive to deliver satisfactory products and services, we recognize customer complaints can arise for various reasons, including those beyond our control. Our Customer Complaints Handling policy emphasizes that the customer has a right to voice their concerns and to receive timely responses.

Customer complaints are addressed through our Customer Support Resolution process.

In 2024 we continued to reduce complaints and address customer dissatisfaction:

- Customers can raise their complaints across multiple channels:

Call centers	**mystc app**	**Social media**
channels	**stc website**	**Retail outlets**

- We report trends in complaint numbers and resolution times to top management and relevant teams, allowing us to monitor the effectiveness of our complaint resolution process.

Complaint resolution process

We have a systemized complaint resolution process to address customer complaints and uphold satisfaction. Each of our complaint channels features a troubleshooting function that allows us to resolve issues in real-time, during customer calls or digital transactions. According to stc policy, complaints are processed within 5 days, but we generally respond earlier than that.

Performance metrics

Customer satisfaction	stc KSA			stc Bahrain			stc Kuwait		
	2022	2023	**2024**	2022	2023	**2024**	2022	2023	**2024**
Percentage of customer complaints resolved	100%	100%	**100%**	99%	100%	**100%**	74%	73%	**80%**
Complaint resolution average time (days)	4.2	1.3	**1.08**	4.2	2.7	**3.2**	0.45	0.70	**0.75**

Communicating with our customers

stc is fostering a customer-focused culture. By concentrating on the customer journey, we deliver meaningful outcomes across various channels, allowing us to refine our offerings based on customer feedback.

We gather feedback through our Voice of Customer (VoC) program and other methods, allowing us to identify potential issues early. This proactive approach helps us create transparent communication and governance plans to address customer concerns.

In the mobility sector, we regularly engage customers through surveys, identifying problems such as unexpected charges and coverage gaps. We analyze customer service data to pinpoint recurring problems and monitor social media for insight into potential reputational risks. Compliance audits verify adherence to telecom regulations, while partnerships with industry bodies keep us informed on best practices. We also promote e-waste reduction by offering e-SIM cards and uphold data privacy with clear opt-out options and transparent data collection policies.

For fixed services, we conduct surveys during product launches to gauge customer perceptions and gather ongoing feedback to improve the customer experience. We perform sentiment analysis across communication channels and benchmark our services against competitors.

In our Devices and IoT sector, we improve product awareness by providing detailed compatibility information, helping customers select the right products for their needs and minimizing negative experiences.

Furthermore, safeguarding the well-being of our customers and the communities we serve is our top priority. We take all risks seriously and protect the well-being of stakeholders across all aspects of our operations, in accordance with stc policy. We ensure compliance with all government regulations regarding electro magnetic field (EMF) parameters at all stc sites.

Responsible marketing and sales

We prioritize responsible marketing by thoroughly assessing and redesigning the customer journey across all segments and touchpoints. We monitor customer experiences using KPIs that check for fairness and equity.

In the mobility sector, we emphasize transparent pricing by clearly communicating terms and conditions without hidden fees. Our customer support is available through multiple channels – call centers, social media and in-store representatives – empowering customers to make informed decisions. We comply with telecom regulations to maintain fair competition and avoid misleading practices, with sales representatives trained to provide personalized package recommendations based on individual needs. Regular SMS alerts inform Jawwy customers about data usage and plan expirations, while our app expands customer onboarding. All promotional offers include clear terms and expiry dates.

For fixed services, comprehensive product and service information is readily available through various communication channels, making sure customers can make informed decisions. We train our employees to provide accurate pricing information and support a customer-centric portfolio in our devices and IoT segment, increasing affordability and overall customer experience.

We adhere to responsible marketing practices, as outlined in our Responsible marketing policy statement, emphasizing ethical sales and transparent communication. We actively inform customers of their rights through initiatives like the nationwide campaign by the Communications, Space and Technology Commission (CST). Resources such as our Customer rights and responsibilities, Customer complaint handling policy, and Complaint processing procedures are accessible on our website, ensuring customers are empowered with essential information regarding tariffs, commitments and fair usage limits.

Transparency in communication

stc emphasizes clear communication throughout the customer journey to deliver a consistent experience across all products and services. We actively collect feedback through our Voice of the Customer (VoC) program and other methods to identify and mitigate potential negative impacts of our offerings.

In mobility, we engage customers through surveys and focus groups to address concerns, such as unexpected charges and coverage issues. We analyze customer support data for recurring problems and monitor social media for emerging risks. Regular compliance audits uphold adherence to telecom regulations, while we provide clear opt-out options for marketing communications and maintain transparent data collection policies.

In the fixed services sector, we conduct surveys during product launches to gauge customer perceptions and gather feedback from existing users. Sentiment analysis and competitive benchmarking further inform our strategies. In our devices and IoT segment, we provide detailed product compatibility information, helping customers make informed choices to improve their overall experience.

Our customers continued

Case study

Smart Meter - customer electricity consumption tracker

Background

The Smart Meter initiative aims to track electricity consumption for TAWAL customers on telecom towers via a business intelligence (BI) dashboard. Each tower supports up to 4 smart meters linked to associated customers, including stc, Mobily, Zain, Atheeb and ITC.

Challenge

- A massive volume of data is generated every 10 minutes, resulting in millions of records daily.
- The sheer amount of data made it difficult to track individual customer electricity consumption.
- Billing customers on a monthly, quarterly or yearly basis became impossible owing to Excel's limitations in handling large datasets, making manual aggregation unfeasible.
- The business struggled to monitor each customer's consumption to determine appropriate charges.

Approach

To address these challenges, the following strategies were implemented:

- A data warehouse was established to effectively store and retrieve the large volume of data.
- Data aggregation occurs daily and monthly, reducing record counts and improving data retrieval and storage efficiency.
- The data's granularity was defined to allow analysis at the regional, city and tower levels.
- Complete segregation of data was guaranteed to provide comprehensive billing information for customers.
- Data is auto-refreshed daily, presenting consumption data from the previous day for detailed analysis.

Outcome

The initiative led to significant outcomes:

- Leveraging the data warehouse and BI capabilities, the business can now extract data in seconds, something previously unattainable.
- Electricity consumption can be monitored for each customer daily, monthly, quarterly and yearly across all corresponding smart meter towers.
- Insight is available at both the tower level for individual customers as well as overall consumption across multiple towers.
- Daily data refreshes make certain the most recent customer consumption information is consistently available.
- The reliance on Excel for tracking tower and customer data has been eliminated, as the dashboard suffices for billing needs.
- The automation of data retrieval has significantly reduced manual work hours, allowing for more efficient operations without the need for human intervention.
- The dashboard includes filtering capabilities, enabling specific site monitoring by month, something manual reporting could not accomplish.

Next steps

To further enhance the initiative, we plan to implement the following:

- Development of a data health index to monitor data accuracy at each site. This index will categorize sites into Green and Red categories, utilizing the data warehouse.
- The relevant team will physically visit any sites classified as Red to validate the functionality of the smart meters.
- Automatic notifications for Red sites will be regularly sent to the relevant teams via email for follow-up actions.

Bridging gaps, building futures

In our digitally transforming world, bridging the digital divide is essential. Strategic initiatives are underway to boost **accessibility, connectivity and innovation** for everyone.

Digital inclusion efforts focus on providing equitable access to communication networks in urban, rural and remote areas. By promoting affordable digital services and leveraging public-private partnerships, we aim to overcome geographical and socio-economic barriers, making sure all individuals have the necessary tools to thrive in the digital age.

Digital access and customer experience

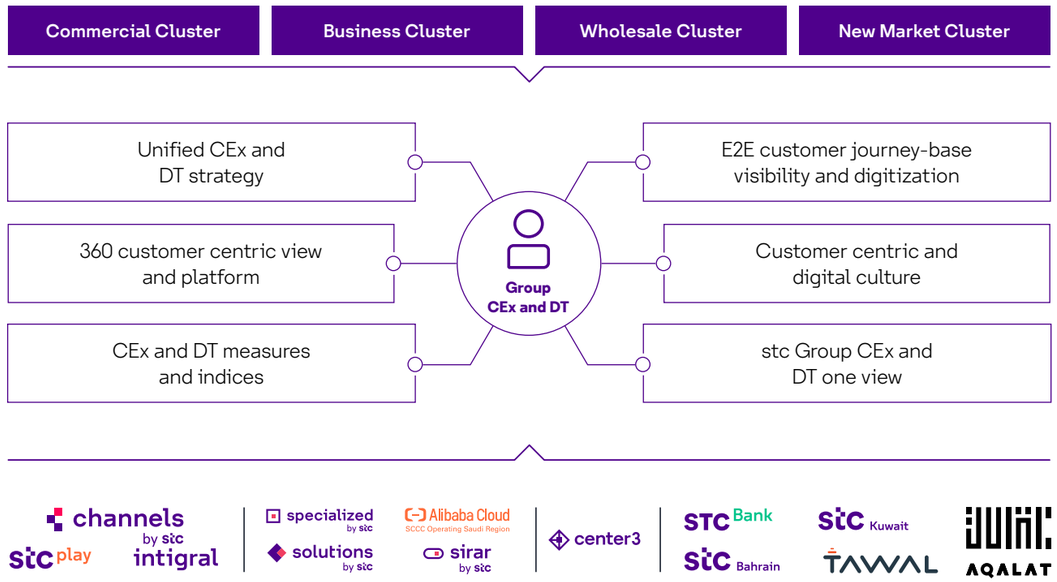
stc is playing a leading role in providing a reliable, modern network that maximizes accessibility and promotes digital inclusion across urban and remote areas in the Gulf region. Our industry-leading wireless broadband services are essential for serving rural and desert areas, while a mix of wireless and fixed services ensures unmatched reliability in urban settings.

We collaborate with both public and private sectors to confirm everyone, regardless of location or socio-economic status, can benefit as a satisfied stc customer.

Our Access to communication policy statement reflects our dedication to adopting best-in-class digital and communication infrastructure, guaranteeing network efficiency, resilience and reliability, while promoting universal access to affordable digital and communication services.

We prioritize our customer journey to ensure seamless, end-to-end experiences across various channels and touchpoints, including telephone services, web platforms, marketing communications and service interactions. By analyzing these journeys, we gain valuable insight that enables us to refine our services and offerings from the customer's perspective, delivering a more intuitive and responsive experience.

Group-wide customer experience and digital transformation strategy



Our customers continued

The Group CCEx strategic theme continues to evolve in alignment with our dare 2.0 strategy, supported by strategic enablers that improve operational efficiency, organizational agility and technological advancement to drive a holistic, smooth and personalized experience. As we move forward, we remain focused on delivering an experience that is equally intuitive and secure, but also sustainable, guaranteeing every customer interaction is frictionless, engaging and tailored to individual needs.

Building on this foundation, we have progressed our customer experience strategy, RAISE, which serves as the blueprint for reimagining customer interactions and solidifying our role as the trusted partner of choice. Through RAISE, we continue to refine our capabilities, leveraging data-driven insight, AI-powered personalization and enhanced digital touchpoints to create a dynamic, future-ready experience that anticipates customer needs and delivers on our promise of excellence, security and innovation.

dare 2.0 Strategic Objectives D.A.R.E.

D
- Install digital mindset and unlock the potential of digital and analytical capabilities
- Transform into an agile technology company and embrace new ways of working

A
- Maximize shareholder returns by transforming costs and monetizing assets
- Lead company-wide culture change be the employer of choice for top digital talent
- Connect our markets through leading nextgen technology and digital offerings
- Be a role model for sustainability and Group governance

R
- Excite customers with a seamless, personalized and secure experience
- Be the trusted partner-of-choice for business in the region

E
- Grow by expanding into selected growth pillars within digital services and core

CEx Strategic Themes

R — **Reimagine CEx modus operandi**
Build an agile organization with the right capabilities to quickly adapt to changing market dynamics, standardize CEx approach and measurement and leverage technology and advanced analytics capabilities to continuously enhance CEx

A — **Activate seamless, frictionless and digital journeys**
Simplify and digitize interactions; ensure consistency in experiences across touchpoints, segments and products

I — **Instill a dffferentiated customer treatment**
Tailor treatment plans optimized for each customer segment and enhance loyalty approach

S — **Strengthen quality of service for core and growth services**
Present a superior and consistent quality of service across all offerings

E — **Engrain a CEx centric culture**
Enable an empowered organization and infuse accountability for CEx related performance and achievements

Connectivity and network infrastructure

At stc, we are fully committed to continuously improving and modernizing our networks and infrastructure in response to evolving social demands. We believe access to our services should not be restricted by geography, and we strive to expand our network coverage each year.

Our immediate goal is to increase coverage and capacity to where the bulk of our customers reside, i.e. in and around urban areas across our countries of operation. This includes increasing the availability of high-speed broadband services and improving digital connectivity. To achieve this, we have prioritized the transition from copper to fiber optics. Doing so it bolsters capacity, but also reduces energy consumption.

We have an agreement with our partners to remove obsolete copper cables from underground channels. We are upgrading our outside plant copper network by removing old, unused cables and recycling them. This initiative strengthens our infrastructure and also helps meet the Saudi Kingdom's recycling targets, particularly for plastic, copper and aluminum sectors.

Advancing digital access with 5G networks

stc is committed to improving digital access for all, especially in underserved rural areas. As the largest telecommunications company in the Middle East, we are at the forefront of the significant digital transformations taking place in Saudi Arabia, Bahrain and Kuwait. We have made substantial investments in 5G technology and associated infrastructure to support the national visions of these countries; our 5G coverage is set to encompass over 75 cities by 2024 across Saudi Arabia, Bahrain and Kuwait. The widespread adoption of 5G is both reshaping connectivity, but also empowering businesses and communities with faster and more reliable digital experiences.

In 2024, stc made a significant investment, aiming to advance its 5G capabilities. By introducing 5G-Advanced, a next-generation network, stc is pioneering innovation to deliver unmatched speed, reliability and versatility. This year, we increased the number of 5G sites in Saudi Arabia by 6.5%, achieving 54.7% coverage, compared to 2023 and surpassing our 50% target.

While stc has achieved 100% 5G coverage in Kuwait and Bahrain, reaching that level in Saudi Arabia presents unique challenges as a consequence of its larger size and population. In our efforts to transition away from 3G, we completed the shutdown of the 3G spectrum in Kuwait in 2023, heightening the user experience on our 4G and 5G networks. stc Bahrain and stc Kuwait have maintained total 5G coverage since 2022, further demonstrating our commitment to improving digital access across the region.

Performance metrics

	stc KSA			stc Bahrain			stc Kuwait		
Network coverage*	2022	2023	**2024**	2022	2023	**2024**	2022	2023	**2024**
4G population coverage	98.0%	98.0%	**98.0%**	100.0%	100.0%	**100.0%**	100.0%	100.0%	**100.0%**
5G population coverage	40.8%	47.5%	**54.7%**	100.0%	100.0%	**100.0%**	100.0%	100.0%	**100.0%**

*User experience has been enhanced on both 4G and 5G networks, with a complete shutdown of the 3G network.

Our customers continued

Reliable and resilient infrastructure and services

stc is committed to building a digital infrastructure that is reliable and future-ready, ensuring seamless connectivity, technological innovation and sustainable development. As the leading digital enabler in the Middle East, we continue to expand our network, improve service quality and forge strategic partnerships that strengthen our position as a regional leader in next-generation telecommunications.

In 2024, we made substantial progress in improving network resilience and accessibility. Our 4G network now covers 98% of the population, providing uninterrupted service across both urban and rural areas. Meanwhile, 5G expansion remains a priority, with coverage increasing to 54.7%, marking a significant step toward ultra-fast, low-latency connectivity. These advancements both improve the customer experience, and aligns with Saudi Arabia's vision of becoming a leading digital hub.

With the growing demand for high-speed digital services, our network has experienced a sharp rise in traffic and service quality. Overall network traffic increased by 18.3%, driven by the rapid adoption of cloud services, IoT applications and video streaming. Cellular data traffic grew by 17.6%, reflecting the shift toward more data-intensive usage patterns. Through continuous investment in AI-driven network optimization, predictive maintenance and real-time monitoring, we are improving the resilience and efficiency of our digital ecosystem.

In addition to expanding network connectivity, stc is reinforcing its data infrastructure to support the growing needs of enterprises. In 2024, center3, our leading data hosting and cloud services provider, increased its data center capacity by 20 MW. This expansion strengthens Saudi Arabia's position as a regional digital powerhouse, enabling businesses to leverage advanced cloud computing, cybersecurity and digital storage solutions.

Our commitment to innovation and service excellence was reaffirmed in 2024 with stc Group named as the Best Middle Eastern Connectivity Provider at the Global Connectivity Awards, highlighting our leadership in delivering reliable, high-quality digital solutions. As the region's leading wholesaler, we provide national and international connectivity through a vast fiber-optic and submarine cable network. Our self-healing national backhaul infrastructure and diversified border-crossing fiber optic links ensure unmatched resilience and reliability across the region. Our network extends across the UAE, Bahrain, Kuwait, Jordan, Qatar, Yemen, Iraq and Oman, providing cost-effective, high-capacity solutions for businesses, governments and digital service providers.

Looking ahead, stc remains focused on expanding digital infrastructure, accelerating 5G deployment and boosting network sustainability. By integrating artificial intelligence, IoT and next-generation cloud services, we continue to set new benchmarks for connectivity, digital resilience and innovation in the Middle East and beyond. Through strategic investments and cutting-edge technology, we are shaping a future where seamless connectivity drives progress, empowers businesses and elevates digital experiences for millions of users.

Case study

Saudi Vision Cable – enhancing regional digital connectivity

Background

With the increasing demand for reliable, high-speed digital connectivity, Saudi Arabia required a robust submarine cable system to support its expanding data needs and position the Kingdom as a strategic hub for digital traffic. The challenge was to develop an infrastructure that not only augmented interconnectivity between regional and global markets but also improved network resilience in the Red Sea, a critical corridor for international data exchange.

To address these needs, **center3** launched and activated the Saudi Vision Cable (SVC), Saudi Arabia's first fully owned submarine cable. This development marks a major milestone in increasing the country's digital infrastructure by expanding capacity, increasing redundancy and strengthening global connectivity.

Approach

The deployment of the Saudi Vision Cable was designed to improve both national and international network resilience while optimizing connectivity for businesses and service providers. Key actions taken included:

- **Deployment of new cable landing stations:** The project introduced state-of-the-art landing stations in Duba, Haql and Yanbu, strengthening Saudi Arabia's data infrastructure and reducing dependency on external routes.
- **Network resilience in the Red Sea:** By providing an alternative, high-capacity route, the Saudi Vision Cable increases redundancy, ensuring greater stability and lower latency for customers operating in the region.
- **Independent infrastructure management:** Unlike traditional consortium-based submarine cables, center3 has fully invested in and operates the Saudi Vision Cable, marking a shift toward greater control over Saudi Arabia's digital infrastructure.

1,160 km
Span

18
Terabits/sec

16
Fiber pairs

Outcomes

The activation of the Saudi Vision Cable has delivered significant benefits in 2024, contributing to the Kingdom's goal of becoming a global digital hub. The key outcomes include:

- **Improved Red Sea network resilience:** The onboarding of new cable landing stations has improved connectivity reliability, reducing the risk of service disruptions in one of the world's most critical maritime corridors.
- **Expanded global reach:** The Saudi Vision Cable complements other international cable systems, allowing for seamless data exchange between Saudi Arabia, Europe, Africa and Asia.
- **Higher data capacity:** The infrastructure supports increasing demand for cloud computing, IoT applications and enterprise digital services, catering to the region's rapid digital transformation.
- **Strategic digital growth for Saudi Arabia:** By independently owning and managing this infrastructure, center3 has solidified Saudi Arabia's role as a key player in the global connectivity ecosystem.

The launch of the Saudi Vision Cable represents a major step forward in increasing Saudi Arabia's digital infrastructure, improving intercontinental data flow and confirming network resilience in the region. This initiative aligns with Vision 2030's ambition to position the Kingdom as a global leader in technology and digital services, supporting businesses, governments and communities in the digital age.

Our customers continued

Case study

TAWAL optimizes incident management through automated ticket dispatch

Background

The organization needed to streamline incident management to boost efficiency. They aimed to improve technician response times and optimize resource allocation to reduce travel times and costs. Challenges included delays and misallocation from manual ticket dispatching, and inefficient route planning that hindered technician response times, impacting customer satisfaction.

Approach

To tackle these challenges, we introduced:

- **Automated ticket dispatch:** Tickets are automatically sent to the nearest technician based on location, quota and district.
- **Enhanced map view:** A map feature tracks the distance between the site and technician for improved route planning.
- **District-wise user sorting:** Users are sorted by district for better regional management and resource allocation.
- **Real-time monitoring:** A system monitors field operations in real-time for better oversight of performance and resource use.

Outcome

The implementation of this automated ticket dispatch system resulted in several benefits:

- Streamlined ticket dispatching: Technicians could respond to incidents more quickly, leading to reduced response times.
- Increased customer satisfaction: Faster response times were associated with a higher rate of customer satisfaction, improving the organization's reputation for service efficiency.
- Optimal technician utilization: The system assigned technicians based on proximity and capacity, ensuring efficient use of resources.
- Reduced travel times and costs: Expanded map functionality minimized travel time, enabling quicker site arrivals and reducing fuel expenses.
- Improved regional oversight: District-based sorting of users allowed for more precise technician deployment, boosting regional oversight and performance monitoring.

Overall, the initiative successfully transformed the incident management process, addressing the key challenges while delivering substantial improvements in efficiency, customer satisfaction and operational costs.

Cloud infrastructure

stc continues to drive the evolution of cloud infrastructure, reinforcing its leadership in 5G, multi-access edge computing (MEC) and private network innovations. As businesses and industries increasingly rely on ultra-low latency, real-time data processing and AI-powered automation, we remain committed to developing cloud-native and edge-native solutions that develop efficiency, security and scalability. These advancements improves enterprise operations, that also play a crucial role in accelerating digital transformation across multiple sectors.

The expansion of 5G has been instrumental in enabling smart, cloud-native infrastructure that supports high-speed data processing, IoT connectivity and next-generation applications such as AR and VR. Traditional cloud models often struggle to meet the demands of modern digital services, making MEC an essential component of the evolving digital economy. By integrating MEC with 5G, stc has created a high-performance, low-latency ecosystem that brings computing resources closer to the end user, significantly reducing delays and optimizing real-time data processing. This transformation is enabling new possibilities in industries such as autonomous driving, AI-driven manufacturing and smart city development.

As organizations increasingly depend on data-driven decision-making and instant analytics, traditional connectivity models face challenges in performance, security and scalability. stc's private MEC provides a robust solution that meets the demands of modern enterprises, offering features such as transmission optimization, localized data processing and secure private network infrastructure. By allowing businesses to process data at the edge rather than relying on centralized cloud environments, this technology increased operational efficiency, improves security and reduces costs. Industries such as oil and gas, aviation, logistics and manufacturing have already adopted this architecture to optimize performance and drive large-scale digital transformation.

To further strengthen enterprise capabilities, stc has launched the Enterprise 5G Private Solution, a breakthrough in digital plant management. This innovation carves out a dedicated, high-performance 5G network from stc's public infrastructure, providing businesses with greater control over their connectivity, and increased security and automation capabilities. By integrating AI, IoT and cloud computing, this private network solution empowers businesses to improve efficiency through real-time network intelligence, predictive maintenance and AI-driven analytics.

In alignment with Saudi Arabia's Vision 2030, stc is advancing the rollout of secure, distributed multi-access edge computing solutions. Our partnerships are focused on developing ultra-low latency applications, heighten network security with AI-driven cybersecurity measures, and pioneering new Industry 4.0 innovations, such as automated robotics and connected smart grids. Additionally, we continue to invest in advanced cloud computing, AI-powered network intelligence and decentralized edge computing, guaranteeing Saudi Arabia remains a global leader in digital innovation.

Looking ahead, stc is dedicated to expanding ultra-reliable private networks, accelerating MEC adoption and strengthening Saudi Arabia's position as a regional leader in cloud computing and digital transformation. By integrating cutting-edge technologies into our cloud infrastructure, we are shaping a future where businesses, industries and communities benefit from next-generation connectivity solutions that redefine what is possible in the digital age.

Our customers continued

Sustainability in IT infrastructure

stc is committed to improving operational efficiency while reducing our environmental impact. Sustainability is now a key part of our IT infrastructure strategy, making sure our data centers, servers, storage, backup and networking systems align with our environmental goals. Our focus is not just on cutting energy costs but on building a responsible, energy-efficient IT environment that supports long-term sustainability.

Sustainable technology selection

Sustainability is now a major factor in how we choose new technology. Moving forward, all hardware, software and networking solutions will be evaluated based on energy efficiency, carbon footprint and resource optimization. This ensures we balance performance needs with environmental responsibility.

Optimizing data center operations

To reduce energy consumption while maintaining performance, we are implementing:

- **Energy-efficient servers and storage:** Upgrading to lower-power, high-performance systems.
- **Consolidation and optimization:** Minimizing the number of physical devices through cloud-based platforms.

Monitoring for efficiency

We have deployed supplier monitoring tools across our infrastructure to track power usage and identify inefficiencies. These tools provide data-driven insight that helps us optimize energy consumption and continuously improve our sustainability efforts.

stc remains dedicated to integrating sustainability into its IT infrastructure, guaranteeing our digital transformation efforts align with global environmental standards. Through innovation and efficiency, we are shaping a greener, more sustainable digital future.

Network quality and mobile adoption

Improved connectivity and network quality make telecommunications and digital services, such as mobile and fixed broadband, more accessible in cities and rural areas. stc is focused on providing top-quality network services and encouraging more people to use mobile internet in the communities we serve. As more individuals and businesses get reliable communication services, our subscriber base increases, fostering inclusivity and allowing more people to participate in the digital economy and to improve their socio-economic conditions.

We recognize network quality is a key driver of user experience and we are committed to delivering continuous connectivity, ultra-fast speeds and reliable performance. Through continuous innovation and infrastructure improvements, we strive to guarantee our customers enjoy uninterrupted, high-quality digital experiences across all services and platforms.

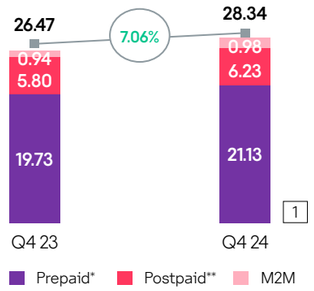
Performance metrics

	stc KSA			stc Bahrain			stc Kuwait*		
Network speed	2022	2023	2024	2022	2023	2024	2022	2023	2024
Average mobile broadband download speed (Mbps)	113.58	121.72	**142.97**	80.97	164.40	**164.73**	158.00	158.00	**167.00**
Average mobile broadband upload speed (Mbps)	25.15	23.30	**22.55**	3.43	3.59	**4.1**	6.20	6.35	**9.86**

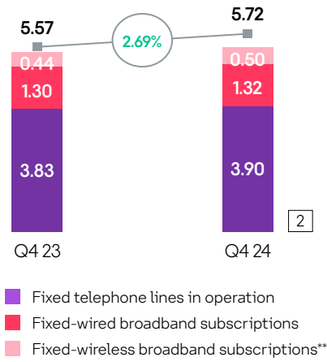
*stc Kuwait's 2022 and 2023 figures have been restated and differ from those published in the previous report.

	stc KSA			stc Bahrain			stc Kuwait		
Network traffic	2022	2023	2024	2022	2023	2024	2022	2023	2024
Network traffic (petabytes)	20,577.61	24,730.11	**29,481.91**	324	446	**552**	1,441	1,549	**1,636**

Mobile subscribers
(million)



Fixed subscribers
(million)



*Prepaid subscribers include mobile voice, standard mobile broadband and dedicated data mobile broadband subscriptions.

**Postpaid subscribers include mobile voice, standard mobile broadband and dedicated data mobile broadband subscriptions.

***Fixed-wireless broadband subscribers include 4G and 5G subscribers.

IoT, AI and big data: Driving the future of smart solutions

- stc is leading digital transformation by integrating IoT, AI and big data to revolutionize logistics, industrial automation and smart city solutions. This approach delivers significant cost savings and operational efficiencies and acts as a key element in advancing sustainability in the ICT sector.

iot squared, a joint venture between Saudi Arabia's Public Investment Fund (PIF) and stc Group, plays a significant role in supporting a variety of public sectors, companies and SMEs in their quest to embrace the finest smart solutions available in the industrial sectors, transportation and logistics services and smart cities.

iot squared is deploying innovative solutions such as predictive maintenance and real-time tracking across various sectors, while new offerings in smart cities and sustainable infrastructure are enhancing urban mobility and energy efficiency.

In parallel, stc is pioneering private 5G networks that provide secure, high-performance connectivity for industries like manufacturing and energy. Aligned with Vision 2030, these initiatives position stc at the forefront of connectivity and automation, transforming traditional operations with intelligent, data-driven insight that drives both performance and sustainability.

iot squared smart solutions

Converged security and safety

- Drone detection and UTM
- Real-time location-based services
- Connected fire alarm
- PSIM
- Security video analytics

Supply chain

- Smart warehouse management
- Supply chain control tower
- Vessel management
- Last mile delivery
- Track and trace

Industry 4.0

- Asset performance management
- Safety
- Smart manufacturing
- Operations management
- Intelligent operations
- Smart metering

Sustainable and resilient facilities

- Indoor air quality monitoring
- Sustainability management
- Water sub-metering
- HVAC performance monitoring
- Facility operations

Unmanned vehicles

- Security and surveillance
- Transportation and delivery
- Robotics delivery
- Inspection
- Surveying and mapping

Smart cities

- Environmental monitoring
- Smart parking
- Digital twin
- Flood monitoring
- Smart infrastructure
- Smart mobility
- Unified operations center
- Smart street light management
- Smart waste management
- Smart agriculture

Our customers continued

iot squared key solutions

Connected Workers: Enhancing safety and efficiency

The Connected Workers ID tag, powered by NB-IoT technology, enables real-time tracking and monitoring of workers at construction sites, significantly improving safety and operational efficiency.

By providing accurate location data and continuous connectivity, this solution helps mitigate workplace hazards, making certain that workers remain within designated safe zones. It also allows site managers to respond quickly to emergencies, optimize workforce deployment and imrpve overall site productivity.

With uniform integration into construction management systems, the Connected Workers solution plays a vital role in modernizing workforce safety and streamlining operations.

Fleet Control Service: Optimizing fleet performance with IoT

The Fleet Control Service is an IoT-driven fleet management platform designed to provide real-time insight, control and automation for logistics and transportation operations.

By connecting fleet vehicles through advanced tracking and monitoring systems, businesses can optimize routes, fuel consumption and maintenance schedules, ultimately reducing operational costs and increasing efficiency. The platform ensures driver safety, timely servicing and peak productivity by alerting operators to potential risks, vehicle health status and performance trends.

With continuous integration into enterprise systems, Fleet Control Service empowers businesses to maintain high-performing, cost-effective fleets, ensuring smooth and reliable transportation management.

Intelligent Operation: Maximizing asset visibility and control

The Intelligent Operation Sensor, leveraging NB-IoT technology, provides unmatched visibility into hidden and confined spaces, guaranteeing comprehensive asset monitoring and proactive management through the following features.

- Location management
- Event management
- Analytics
- Reporting
- User management

This cutting-edge solution allows businesses to track concealed assets (such as fiber distribution terminals, manholes or handholes), improving security and reducing the risk of loss or malfunction. By delivering real-time insight into critical infrastructure, the sensor enables predictive maintenance, minimizing downtime and operational disruptions.

Whether deployed in industrial settings, remote locations or complex facilities, Intelligent Operation safeguards businesses to efficiently manage even the most elusive and hard-to-reach assets with unparalleled precision and reliability.

Until 2024, iot squared has installed over 10,000 devices, contributing to positive impact on the operations.

Reducing number of site visits

120+ tCO2 and ⃁ 2.5 m

savings using IO platform

Preventing violations

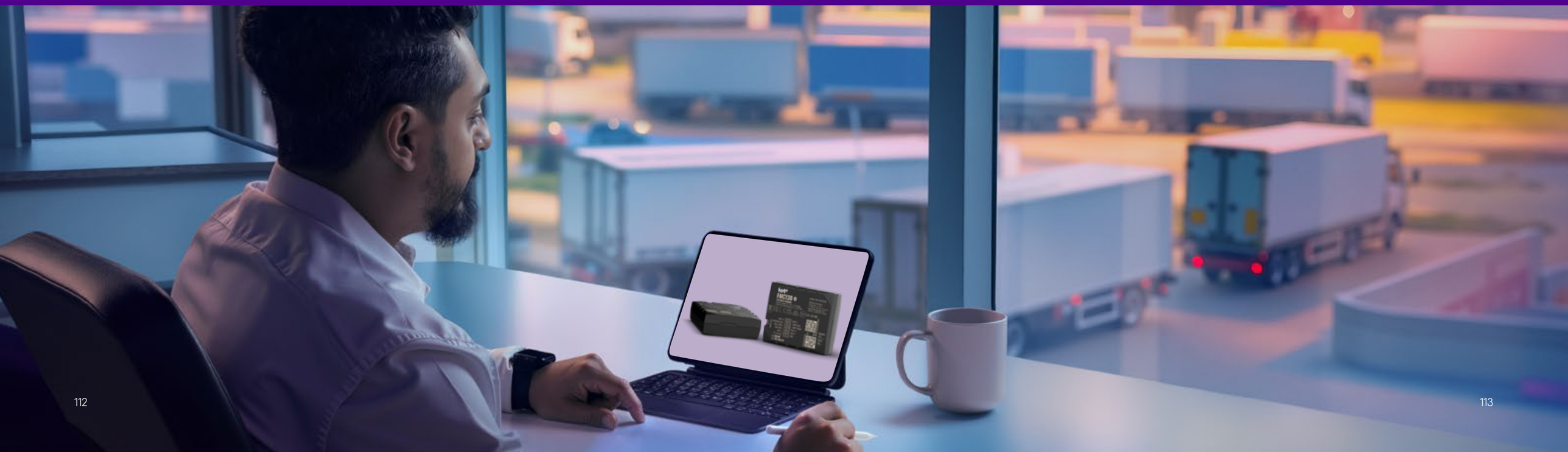
⃁ 1.8 m

saving on penalties

Preventing vandalism

⃁ 5.4 m

saving on direct damages



Our customers continued

Next-generation infrastructure and data center expansion program

In 2024, stc continues to advance the development of next-generation cloud-enabled data centers, reinforcing its commitment to scalability, energy efficiency and sustainability. As part of its ongoing expansion, stc has made significant progress in Phase 4 of its data center growth strategy, with the construction of 3 additional facilities in Riyadh, Jeddah and Bahrain now underway. Following the contractor awarding in January 2024, project execution commenced in the first quarter, adding a total IT shell capacity of 20 MW, with an initial 10.8 MW IT load operational from day 1.

To support growing digital demands, stc has further expanded its total active data center capacity, making sure its infrastructure remains robust enough to accommodate future advancements in 5G, IoT and AI-powered cloud computing. The network's total active capacity now exceeds 91 MW, solidifying Saudi Arabia's position as a regional digital hub.

A core focus of this expansion is improving energy efficiency and reducing carbon emissions across all data center operations. By integrating advanced thermal and airflow management systems, optimizing chiller efficiency and implementing intelligent server allocation, stc continues to improve power usage effectiveness (PUE) across its facilities. The Group has also taken a proactive approach in leveraging AI-driven monitoring systems to further reduce idle energy consumption and optimize power distribution within its cloud infrastructure.

Sustainability remains a priority throughout the entire data center lifecycle, from design and procurement to material selection and construction. With these advancements, stc continues to set new benchmarks in energy-efficient digital infrastructure, confirming its data centers support Saudi Arabia's Vision 2030 by enabling a resilient, high-performance and environmentally responsible cloud ecosystem.

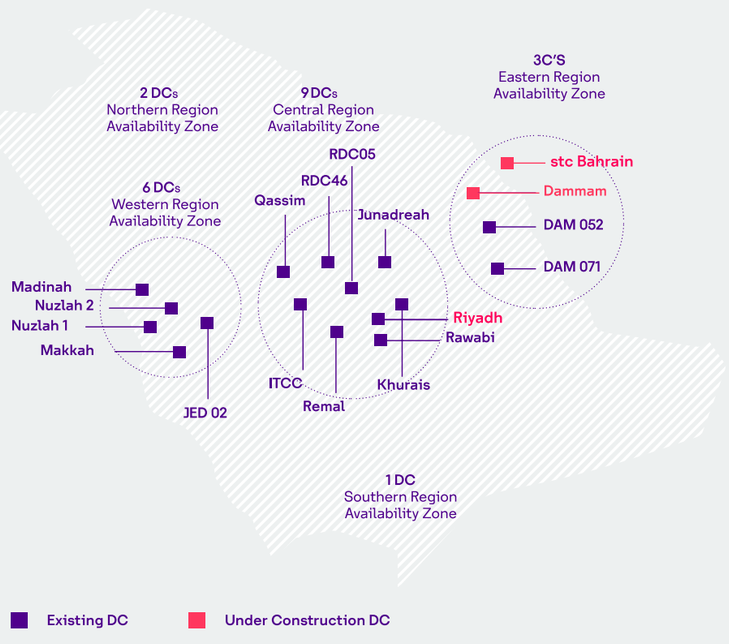
The data centers reached a total IT capacity of 125 MW and a live (active) capacity of 92 MW by the end of 2024.

Find below data centers details:

Operational:
1. RDC46
2. RDC05
3. RUH – Khurais
4. RUH – KAFD
5. RUH – ITCC
6. RUH-2 Remal
7. RUH-3 Junaderiya
8. RUH-4 Rawabi
9. Qassim
10. Dammam DDC21
11. Damm-52
12. Damm-71
13. Jeddah-55 Nuzlah
14. Jeddah – New Nuzlah
15. JDC04
16. Medina
17. Mecca

Under Construction:
1. Dammam DDC306
2. Bahrain DC
3. RUH - New Mursalat

Under planning stage:
1. 5 DCs



* including pre-NEIDC projects DCs "19 MW"

Digital enabler for mega events and smart cities

stc takes pride in being the leading digital enabler in the MENA region, driving the development of smart cities and supporting major events such as the Hajj pilgrimage and Formula 1 races.

The Hajj, Umrah and Ramadan experience

Each year, we enhance the Hajj and Umrah experience through advanced technology, reinforcing the Kingdom's reputation as a sophisticated technological hub. Our commitment extends beyond commercial interests; we aim to support pilgrims on their important spiritual journey.

In preparation for the 2024 Hajj season to welcome more than 1 million Hajj pilgrims, stc upgraded its network with more than 1,200 new 5G sites, over 1,900 Wi-Fi access points, and 3,000 indoor connectivity stations installed for pilgrims to connect with friends and family worldwide. A team of over 1,000 stc Group technicians enabled the connectivity on-site and at control centers, including the management of an extensive fleet of emergency transport vehicles, which will be strategically placed across monitoring centers to ensure any critical response efforts are swift and secure. In comparison to 2023 Hajj pilgrim season, a 74% increase in international roaming capabilities for customers and a 66% surge in data usage by the end of the sixth day of Dhu al-Hijjah was recorded. Nearly half of the increased data capacity is provided by 5G networks, a key success of the stc Group digital services expansion for Hajj pilgrims.

During Ramadan 2024, stc noted a record-breaking volume of voice calls at the Holy Mosque of Makkah, with a 35% increase compared to last year. Over 55% of these calls utilized modern digital voice technologies for the first time. Additionally, the implementation of third-generation technologies enabled millions of visitors who attended the Two Holy Mosques to access digital services, resulting in a 37% increase in data volume compared to the previous year.

Servicing communities through smart cities and digital innovations

With urbanization reaching about 70% in Saudi Arabia, stc is spearheading the transformation toward sustainable smart cities as part of Saudi Vision 2030 by improving 5G network infrastructure and accelerating digital innovations, including IoT, data analytics and smart technologies.

At stc Group, we are at the forefront of the smart city revolution. Through our innovative technologies and solutions, we are transforming urban areas into sustainable, inclusive and efficient communities where individuals can thrive. Our commitment to pioneering cutting-edge solutions demonstrates our dedication to shaping a future where everyone has the opportunity to succeed.

stc Square, developed by AQALAT, stc Group's real estate arm, is a mega mixed-use project designed as a LEED V4 sustainable community. It incorporates innovative technologies for improved city administration, water supply, smart vehicles and parking, security systems, urban transport and waste management. By utilizing IoT, big data analytics and AI, the project aims to improve socio-economic potential and quality of life.

Our subsidiary, iot squared, offers IoT platforms for waste management, smart parking and disaster management, along with AI solutions for energy optimization. stc's solutions facilitate ICT service distribution for smart cities, emphasizing integrated mobility platforms and digital twin technology.

Our customers continued

Supporting vulnerable customer segments

We provide differentiated treatment across customer segments to ensure optimal service for all. In the mobility sector, stc supports individuals facing unique challenges by offering a 50% discount on selected Mofawtar packages – our prepaid mobile service tailored to diverse needs – for 3 specific groups.

1. **People with disabilities:** We promote inclusivity by making our services more accessible, helping to eliminate barriers for individuals with disabilities.
2. **Families of martyrs:** In recognition of their sacrifice, we offer this discount as a gesture of respect and support to ease their journey.
3. **Student discounts:** Expanding affordable service offerings for students, making digital connectivity more accessible to younger demographics.

In the fixed services sector, we have introduced a new fiber package at a reduced price for vulnerable groups, including the relatives of martyrs and social security beneficiaries, confirming affordable internet access.

For devices and IoT, we offer a range of products targeting minority and vulnerable groups. This includes trade-in programs and buy now, pay later (BNPL) services to inreased affordability, as well as discounts for students. We also provide products designed for the elderly and childcare needs, such as affordable smartphones.

We also recognize smaller businesses often do not have their digital needs properly catered for. To support them, we have transitioned SME customers from B2B to B2C; we have found this to be a better way to personalize and tailer our services for smaller businesses.

Digital inclusion	2023	2024
Cost of the most affordable smartphone (⃁)	300	**269**
Cost of 1 GB of data (⃁)	34.5	**34.5**

Supporting SMEs through digital technologies

As organizations and corporations increasingly digitize their operations, stc recognizes SMEs should not be left behind and that it is incumbent on us to help them keep pace with rapid digitalization.

To support SMEs in remote areas and promote inclusive connectivity, we have a point-to-point service aimed at customer groups located far from an existing network and fiber connections. This service ensures essential connectivity and high-speed internet, vital for success in today's digital landscape. Additionally, we offer incentives for copper customers to switch to fiber or wireless services, allowing them to benefit from higher network speeds and an improved customer offering.

Case study

Building a culture of excellence

Background

This initiative at stc KSA aims to increase quality awareness and recognize the efforts of quality professionals within the organization. By creating value for internal customers through innovation and improved products and services, stc seeks to meet environmental and social standards. This initiative is divided into 3 main categories: Quality Community, Quality Curriculum Development, and Quality Improvement Index.

Approach

The initiative includes the establishment of the Quality Community, known as "Qommunity," which consists of quarterly workshops designed to improve communication among quality representatives at stc. Each workshop begins with a review of the organization's mission, vision and goals, followed by presentations from speakers who share their needs or achievements. This fosters a unified voice and allows for discussions on new objectives pertinent to all quality representatives. The workshops help to break up silos, establish a single quality language, share knowledge, build a quality strategy, forge collaborative relationships and create channels for quality representatives.

To better serve the community, stc aligned with stc Academy to develop a tailored curriculum for quality courses based on 4 levels: new employee, fundamental, advanced, and professional. This curriculum encompasses stc process platform training courses, organizational excellence courses and other quality-related courses. It is also integrated into the Quality Improvement Index, which assesses the maturity of quality management implementation across stc and identifies improvement opportunities.

11
workshops conducted in past 4 years

4
World Quality Days celebrated in past 4 years

The Quality Improvement Index evaluates key dimensions of operational and service quality, focusing on 3 main areas:

- Process: Measures the maturity level of business process management.
- People: Assesses the quality culture and interactions among quality employees.
- Technology: Evaluates the maturity of business process automation and data quality.

Outcomes

Since the launch of this initiative, Corporate Excellence has successfully conducted 11 workshops and celebrated 4 World Quality Days over the past 4 years. These efforts are aimed at increasing the level of satisfaction among internal customers and increasing collaborative relationships among quality representatives.

Next steps

stc KSA plans to continue advancing its quality management strategy by increasing the number of workshops and training sessions. The organization will focus on improving quality culture and engagement among employees while leveraging Quality 4.0 applications to drive further excellence.

Our customers continued

Revolutionizing experiences through innovation

Innovation is at the core of stc's digital transformation strategy, driving advancements that enrich customer experiences, optimize operations and shape the future of telecommunications. As technology evolves, stc remains committed to integrating cutting-edge solutions such as AI, IoT, cloud computing and automation to deliver seamless, data-driven services that meet the ever-changing needs of customers.

In 2024, stc continued to push the boundaries of digital innovation by leveraging data analytics and AI-powered insight to refine its service offerings. Through strategic investments in emerging technologies, the Group has strengthened its ability to provide more efficient, personalized and secure digital interactions. By enabling an innovation-led culture, stc guarantees every touchpoint in the customer journey is optimized for speed, convenience and reliability.

A key part of this transformation is the Group's focus on digital accessibility and operational efficiency. We are continuously boosting our self-service capabilities to streamlining backend processes with AI-driven automation and refining our digital ecosystem. These advancements not only improve service delivery, but also support broader sustainability initiatives by reducing operational inefficiencies and energy consumption.

By embracing a forward-thinking approach to technology, stc is setting new industry benchmarks, guarenteeing customers benefit from world-class digital experiences. Through collaboration, investment and continuous improvement, stc is not just keeping pace with digital transformation, but actively shaping the future of the telecommunications sector.

Digital transformation plays a crucial role in driving sustainability, enabling businesses to enhance efficiency, reduce environmental impact and create long-term value. Our digital transformation strategy is shaped by our DARE 2.0 strategy, GOM activation, business roadmap and industry best practices and benchmarks, ensuring a comprehensive and forward-thinking approach.

stc Group CEI evolution – CEI+

Corporate analytics to improve the customer experience

stc is driving analytics capabilities to improve the customer experience. Our NorthStar To-Be Architecture Analytics Roadmap strategic framework outline guides us in implementing analytics solutions that improve efficiency and deliver values to customers.

In 2024, we implemented various capabilities and systems to align with our roadmap, including the enforcement of data stewardship, which helped us achieve our target of +95%.

Further, in terms of the enforcement of data governance controls, we comply to the regulations established by the Communication and Information Technology Commission (CITC) and National Data Management Office (NDMO).

96%
Analytics capabilities implemented in alignment with NorthStar To-Be Architecture Analytics Roadmap

100%
Compliance to data governance enforcement

Improving the customer experience through digital transformation

In Saudi Arabia, many individuals fall under the category of "thin profiles," which poses challenges for financial institutions like credit bureaus in accurately assessing financial standing. This limitation often prevents access to essential financial services. To address this issue, we leverage AI and big data to create an alternative credit scoring system, fostering financial inclusion to secure all individuals, regardless of their profile, have access to affordable financial products. Expanding access to credit bridges economic and social disparities while stimulating economic growth.

We are also exploring the intersection of AI and IoT, utilizing these emerging technologies to advance climate action initiatives within stc Group, as well as outside of it. Energy-efficient applications and social impact projects that yield climate benefits are 2 such examples of these.

Our Customer Experience (CEX) and Digital Transformation (DT) teams implemented several digital-driven strategies to build trust and heighten the customer experience.

- **Frontline-focused experience:** Equipping frontline teams with tools and insight to improve service quality.
- **Voice of employees and customers:** Gathering feedback from employees and customers via a unified digital platform to monitor frontline KPIs.
- **Customer journey insight:** Utilizing data and metrics to identify and improve processes.

We assess and improve customer experience across all stc Group subsidiaries using a detailed group experience index, which combines metrics, feedback and insight to create value in every customer interaction. Additionally, we launched a program aimed at improving performance at local outlets and regions, which has increased customer satisfaction.

Our customers continued

Aligning with stc's sustainability focus on social impact and human capital development, we leverage AI and data analytics for meaningful customer engagement. Our AI-driven sentiment analysis model helps us interpret feedback and minimize spam, ensuring relevant interactions. AI also powers our seamless experience system, providing personalized service across channels to enhance customer loyalty and efficiency.

Our Customer Value Management (CVM) team analyzes customer behavior to enable targeted marketing, strengthening upselling and cross-selling opportunities. Using AIOps (the use of machine learning and data analytics for improved service) allows us to predict and resolve IT issues, improving overall performance. This AI integration has led to accurate issue identification, faster problem resolution and a reduction in customer complaints, ultimately strengthening trust and maintaining stc's competitiveness in the telecommunications sector.

Leveraging analytics and data to enhance sales channels

stc leverages advanced analytics to boost its sales channels. Predictive models anticipate customer needs and identify optimal engagement times, thus improving overall customer experience.

Additionally, stc optimizes the distribution of retail outlets, what we call Local Market Distribution hubs, and self-service machines across Saudi Arabia to achieve comprehensive market coverage. These data-driven strategies support targeted fiber to the home (FTTH) acquisitions, enabling stc to connect with relevant customer segments. By integrating these analytics practices, stc empowers its sales teams to align strategies with customer preferences, promoting sustainable growth and customer satisfaction.

Digital Index (DI): Advancing digital transformation in 2024

stc remains at the forefront of digital transformation in the Gulf region, continuously driving innovation and enriching the overall customer experience. A key component of this journey is the Digital Index (DI), a sophisticated framework designed to measure and accelerate the adoption of digital technologies across stc Group. By integrating industry best practices and aligning with global digital maturity models, the DI provides a comprehensive assessment of digital transformation efforts across business units, functional areas and strategic clusters.

The DI evaluates digital transformation from multiple perspectives, confirming both customer-centric and business-driven improvements are effectively implemented. It measures execution, utilization and impact, enabling stc to track progress and drive continuous improvements across its digital ecosystem. By establishing clear key performance indicators (KPI) based on industry-leading standards, stc makes sure digital initiatives are optimized for both efficiency and effectiveness.

In 2024, the DI framework continues to evolve, reflecting emerging trends in AI-driven automation, data analytics and cloud-based digital services. The index plays a crucial role in aligning stc's strategic goals with operational execution, ensuring digital initiatives are not only innovative, but also deliver tangible value to customers and stakeholders. With an emphasis on agility and continuous improvement, stc remains committed to refining its digital capabilities and further strengthening its position as a leader in digital transformation within the region.

stc and its subsidiaries continued to receive global recognition in 2024 for their leadership in digital transformation, network innovation and customer experience.

These achievements build on previous recognitions, including 5 global awards in 2023. Last year, solutions by stc was honored by the Project Management Institute for developing one of the region's largest data centers, while the International Project Management Association awarded projects related to national electronic billing and integrated digital experiences. stc also received a Glotel Award for building a fully digitized and smart medical city. These awards highlight stc's continued efforts to drive innovation, increase customer experiences and strengthen Saudi Arabia's position as a leader in digital transformation.

Recognizing excellence in digital transformation and network innovation

- Saudi Arabia's Speed-test Awards™ Winner
- SAMENA Best 5G Network Experience Award
- Future Net MENA Award for innovation in artificial intelligence in customer experience
- Best Service Innovation Award at the 5G Core Summit in Dubai
- **Intigral** – Gulf Customer Experience Awards for its commitment to customer-centric innovation

Collaboration with TM Forum

The TM Forum is a global industry association that brings together service providers and their suppliers in the telecommunications sector to address industry challenges and promote digital transformation. Its Autonomous Network Levels Evaluation Methodology establishes various levels of network autonomy, which assess the degree of automation and intelligence within a network.

stc, along with several leading global communication service providers, participates in this initiative to drive the transformation towards zero-touch and self-service networks. Recently, we participated in a core network fault management pilot study that focused on implementing cloud automation, resilience and advanced fault management technologies.

stc's active contributions were recognized with 5 notable awards by TM Forum, reinforcing our position as a global service provider.

- Outstanding Catalyst – Application of AI and Automation
- Best Moonshot Catalyst – Sustainability Challenge
- Outstanding Catalyst – Business Impact
- Outstanding Catalyst – Rising Star
- Outstanding Catalyst – Attendees' Choice Award

Our customers continued

Digitizing touchpoints and sales services

Using digitized touchpoints and sales services, we are committed to delivering better, more transparent customer service. By reducing friction in the customer journey, we aim to improve accessibility and exceed our customers' expectations.

To this end, stc KSA has user-friendly digital communication channels and we have formed a team to analyze data to improve the customer journey. Our digital strategy aims to create new services and experiences that empower customers, streamline processes and solve existing challenges.

With our **award-winning mystc app,** we have improved customer service, making it more convenient for users to engage with us. The app offers a variety of features, including viewing and paying bills, ordering SIM cards, recharging or transferring balances, managing all numbers linked to a customer ID and accessing detailed information about call data and usage.

Performance metrics

	stc KSA		
mystc application	**2022**	**2023**	**2024**
Number of active users	10,026,542	12,036,473	**13,287,896**
Unique clients served	7,413,168	7,384,950	**8,090,256**
Total subscriptions	18,933,785	21,052,583	**28,852,760**

	stc KSA			stc Bahrain*			stc Kuwait		
Sales transactions	**2022**	**2023**	**2024**	**2022**	**2023**	**2024**	**2022**	**2023**	**2024**
mystc sales transactions	52%	46%	**42%**	14%	16%	**18%**	28%	32%	**31%**
Other sales transactions (SSM + SMS + outlet) without mystc	16%	14%	**13%**	46%	48%	**48%**	72%	68%	**69%**

	stc KSA			stc Bahrain*			stc Kuwait		
Digital channels support	**2022**	**2023**	**2024**	**2022**	**2023**	**2024**	**2022**	**2023**	**2024**
Digital self-service assisted support	96%	96%	**97%**	37%	38%	**34%**	60%	57%	**59%**
Human interaction support	4%	3%	**3%**	63%	62%	**66%**	40%	43%	**41%**

* Figures for stc Bahrain from the previous year have been restated to reflect updates in reporting methodology

Our customers continued

Digitizing our products

e-health products and services

Digital health solutions and e-health services are fast becoming important solutions for better, more inclusive, healthcare. These technologies present transformative opportunities to increase healthcare delivery, optimize resource utilization and improve patient outcomes.

In line with our promise to enrich people's lives, we offer a wide range of products and services that address various healthcare needs. One notable offering is the Holo Doctor service, which provides remote medical consultations by connecting patients with doctors in the virtual Seha hospital. We also use "holoportation" technology, by which patient and doctor can interact virtually in a way that feels real. A 3D image of the doctor is projected on a screen, creating a lifelike impression for the patient.

Telemedicine Virtual Clinic solution

Our Telemedicine Virtual Clinic solution effectively addresses key pain points in the patient experience, enhancing healthcare services at significantly reduced costs. Using stc's comprehensive telehealth platform, physicians can provide clinical care anytime, anywhere. This platform features a cyber-secure integrated medical tablet and HIPAA-compliant telemedicine cloud services, enabling physicians to access immediate diagnostic data during remote examinations. (HIPAA is the US's Health Insurance Portability and Accountability Act, which is considered best practice for protecting the privacy and security of individuals' medical information.) This approach ensures patients, including high-risk individuals, enjoy the same level of privacy and quality of care as they would in an in-office visit.

e-sports and gaming

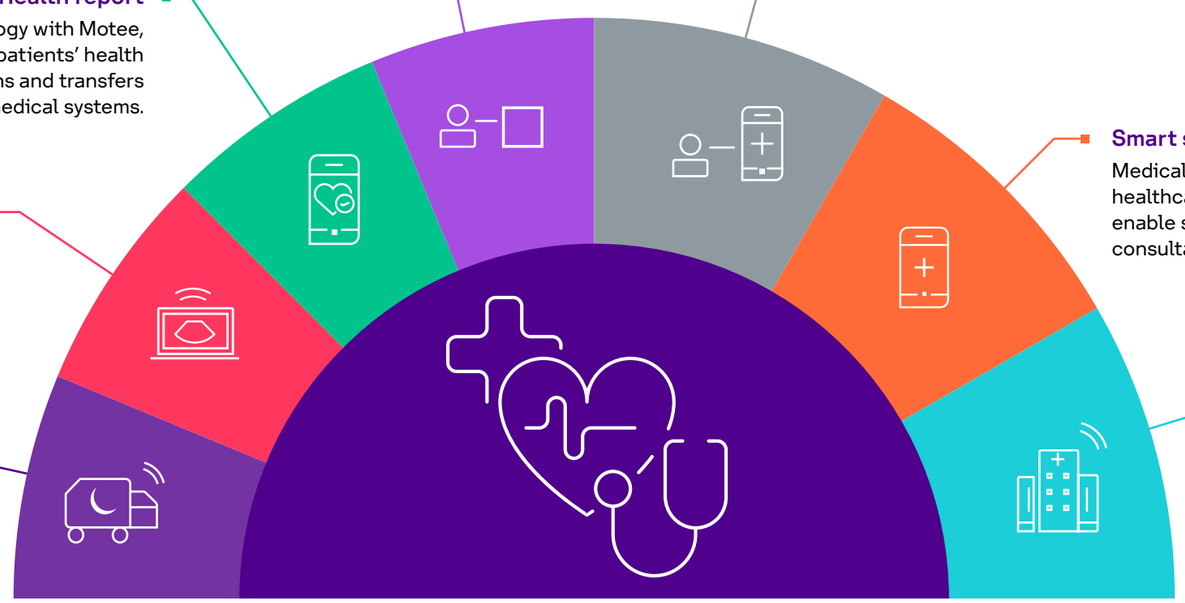
The electronic sports and gaming (e-sports or e-gaming) sector has experienced significant growth in recent years, evolving into an independent technological economy. stc is expanding its services along new and unconventional pathways to meet the demands of this growing sector. stc play, our e-sports and gaming platform, provides casual and professional gamers access to online tournaments, content and gaming merchants – all in one place.

As an incubated startup within stc, stc play capitalizes on growth in the digital gaming platform market. It is now the leading gamer-engagement platform in Saudi Arabia, uniting all types of gamers, players, content creators and influencers. The platform offers gaming ecosystem service providers the opportunity to connect with a gamer base within a comprehensive digital user experience. In 2024, stc play recorded 3.35 million registered users.

e-education services

At stc, we empower students by providing access to educational platforms and content through advanced, innovative technologies. solutions by stc collaborates closely with the Saudi Ministry of Education to promote digital transformation within the education sector, confirming students in the Kingdom of Saudi Arabia receive a world-class education and immersive classroom experiences. We are proud to provide managed router services to over 7,000 schools, and we have integrated all educational facilities onto a single digital platform.

Summary of our e-health offerings:



Holo Doctor
Accurate and lively interactions with patients through a display box showcasing three-dimensional images.

RPM
Reinventing smart tech solutions with our remote patient monitoring (RPM) service; patients log their vital signs using wireless medical devices.

Health report
Next-generation technology with Motee, a robot that stores patients' health data, records vital signs and transfers information to other medical systems.

Smart solution
Medical solutions that capture accurate healthcare data, analyze diagnoses, enable self-checkups and offer remote consultations with physicians.

Tele ultrasound
Innovating medical services through remote sonography (ultrasound) reporting and diagnosis for a convenient healthcare journey.

Smart hospital stimulation
Enhances patient engagement through interactive screens, fostering greater interaction and improving the overall healthcare experience.

5G-connected ambulance
Smart ambulances equipped with cameras and a virtual clinic, all connected through stc 5G.

Our customers continued

Smart home services

In 2024, our smart home technologies empowered users to manage everyday tasks – such as energy use, security and connectivity – anytime and anywhere, with intelligent, user-centric solutions that increase convenience, efficiency and safety. Our evolving portfolio featured sustainable, IoT-enabled innovations across energy management, home automation, smart lighting and remote appliance control. We prioritized interoperability and personalized automation, introducing advanced AI-driven security systems, including smart surveillance, motion sensors, door alarms and centralized control systems, all designed to create fully integrated, responsive and connected living environments.

To make smart living more accessible, we have expanded our value-added bundles, integrating Wi-Fi extenders, energy-efficient solutions and home automation add-ons into our fiber packages, ensuring a plug-and-play experience for customers. Additionally, our expert consultation service helps customers identify the most suitable smart solutions for their homes, creating a tailored approach to improving daily convenience, security and energy efficiency.

At stc, we view smart home technology as more than just a product; it is a transformative tool that enriches lives, fosters sustainability and redefines the way people interact with their living spaces. As we continue to innovate, our focus remains on delivering intelligent, intuitive and secure solutions that integrate seamlessly into modern homes.

Digital signatures for digital documentation

Sayen is a licensed digital signature service that streamlines document workflows with high security, compliance and efficiency. Approved by the CST and NCDC, it delivers legally binding cryptographic signatures that confirm the authenticity and privacy of digital transactions. Trusted across sectors such as retail, banking, procurement and HR, Sayen supports both government and private entities by reducing costs, optimizing operations and advancing sustainability through paperless processes. As a certified PKI and Digital Trust services provider, Sayen plays a key role in driving secure and smart digital transformation.

Digital innovation

stc is at the forefront of digital innovation, driving technological advancements that augment customer experiences and support Saudi Arabia's Vision 2030. The Group's innovation strategy focuses on adopting emerging technologies such as artificial intelligence, cloud computing and IoT to create a uniform and future-ready digital ecosystem.

In 2024, stc continued to expand its innovation capabilities through strategic partnerships and the development of advanced digital solutions. The Group has implemented AI-driven automation in its operations, improving efficiency and reducing downtime across various sectors. IoT solutions have also played a key role in enhancing industrial operations, smart cities and logistics by enabling real-time monitoring and decision-making.

Furthermore, stc has strengthened its research and development initiatives, with investments in cutting-edge technologies that drive digital transformation across the Kingdom. By fostering an innovation-driven culture and collaborating with key stakeholders such as government, SMEs and big enterprises, stc continues to shape the future of digital services, cementing sustainable growth and technological leadership in the region.

Performance metrics

	stc KSA		
Innovation	2022	2023	2024
Awarded patents	2	5	**7**

	stc KSA		
Innovation	2022	2023	2024
Number of R&D labs	2	2	**2**
Number of R&D employees in the lab	17	19	**21**
By nationality			
Number of Saudi employees working in R&D	11	15	**16**
Number of non-Saudi employees working in R&D	6	4	**5**
By gender			
Women	3	5	**6**
Men	14	14	**15**

Our customers continued

Case study

AI-Driven Network Optimization for Smarter Connectivity

Background

To meet the growing demand for data and support Saudi Vision 2030, stc continues to invest in cutting-edge, energy-efficient technologies. In 2024, stc enhanced its network automation by deploying Cognitive Self-Organizing Network (SON) technology — an AI-powered system that boosts performance and enables intelligent, automated network management.

Approach

Cognitive SON was introduced to monitor and optimize network performance in real time. This advanced system uses artificial intelligence to detect issues, reallocate resources, and carry out corrective actions without human intervention. It increases energy efficiency, adapts to fluctuating traffic conditions, and ensures seamless connectivity during high-demand events such as the Hajj.

Outcomes

- 13% reduction in energy consumption across 4G and 5G networks
- Thousands of autonomous actions per hour, reducing manual effort
- Enhanced throughput, resource utilization and peak traffic handling

Next steps

stc plans to expand Cognitive SON across its nationwide 4G network and integrate AI automation throughout multi-supplier systems by 2025, driving further cost savings, efficiency and sustainable growth.

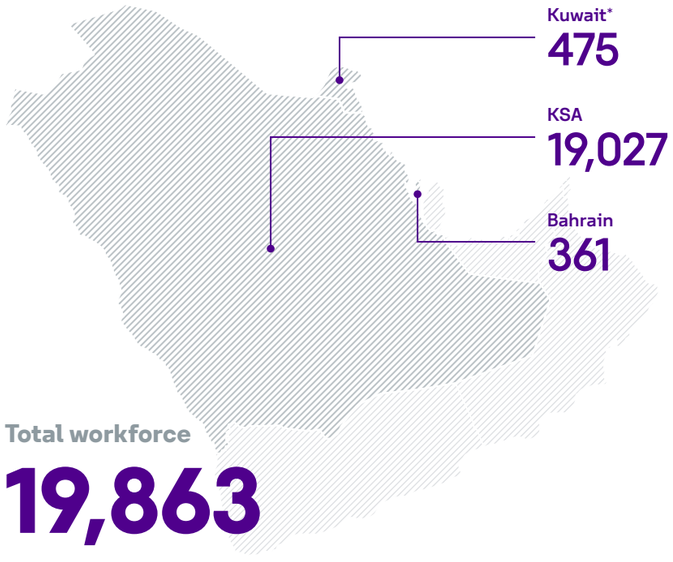
Our people

Recognizing that its people are central to its success, stc Group is dedicated to fostering a diverse workforce that mirrors the communities it serves. As an equal opportunity employer, stc is committed to providing an inclusive work environment that attracts, develops and retains top talent from all backgrounds. By prioritizing the development of human capital through digital innovation, stc ensures employees are empowered to thrive and contribute to shared organizational goals. The Group also places a strong emphasis on the safety and well-being of its workforce, creating an environment where individuals are encouraged to reach their full potential and deliver their best.

stc's award-winning work environment reflects its dedication to fostering excellence, collaboration and innovation. In 2024, stc Group received multiple awards recognizing its commitment to workplace excellence. The Group earned over 40 awards for various achievements, while its subsidiaries were recognized for exemplary practices in employee engagement, diversity and inclusion, training and development, and organizational culture. These honors highlight stc's ongoing efforts to cultivate a work environment that prioritizes professional development and well-being. A full list of these awards can be found in the Awards and Recognition section of this report, as well as on the stc Group website.

Among the many accolades, stc was recognized by the Bahrain Ministry of Labor with the annual HRM Excellence in Diversity and Inclusion Award, reflecting the Group's strategic approach to fostering an inclusive workplace. This recognition underscores stc's dedication to promoting diversity, equity and inclusion as part of its long-term strategy to build a thriving workforce and deliver lasting value to employees and society.

stc Group workforce



Total workforce

19,863

stc Group

30.95%
Women hiring rate

15.83%
Women employees - direct and contractors (14.03% direct)

12.96%
Employees aged 18-30

60+
Nationalities

66
People with disabilities

* The employee breakdown for Kuwait pertains exclusively to stc and does not include any subsidiaries based in Kuwait.

The stc Group has experienced a measured year-on-year reduction of approximately 12.6% in its workforce, a result of strategic optimization efforts designed to increase long-term corporate efficiency. Central to this transition has been the early retirement program, a carefully structured initiative that provided generous, well-earned packages to a select group of seasoned professionals. This program was not merely a workforce adjustment, but a deliberate effort to honor the contributions of long-standing employees by guaranteeing their financial security and professional dignity as they embark on the next chapter of their lives. At the same time, it has opened the door for the next generation of talent, allowing them to build upon the legacy of their predecessors and steer the Group toward future innovation and growth.

Embracing every voice

Diversity, equity and inclusion (DEI) is a cornerstone of stc's People strategy. We foster a culture that nurtures curiosity and values those unique traits of the individual, by which diverse team members are encouraged to express their personal talents in the interests of shared team goals. In such a way, we recognize diverse perspectives and cultivate a fair and inclusive environment where every voice is valued and heard.

We understand that our workforce of 19,863 employees are based in 3 countries, and includes those from an array of different backgrounds. However, in the workplace, we are dedicated to a common vision to enable society and the economy to thrive.

As per our DEI commitments, we prioritize 3 areas: women in leadership, cultural and ethnic diversity, and the inclusion of individuals with disabilities.

In 2024, the DEI team implemented numerous initiatives and achieved significant milestones aimed at serving various employee segments, including people with disabilities employees (PWD), women and our multinational workforce.

We have clear guidelines for DEI, which include key terms, definitions and best practices. In collaboration with our stakeholders, we integrate these guidelines into daily operations. They cover various areas, such as technical services, facilities, communication practices and HR services, providing ways to enhance inclusivity.

We also focus on raising awareness of inclusivity among our employees through internal communications. We use multiple platforms to spread our message, such as emails (dei@stc.com.sa), campus screens and internal events. The emphasis is on encouraging employees to value each other and to show tolerance and inclusiveness in the workplace.

We have various initiatives to improve the experiences of PWDs at stc, tailoring recruitment, learning and development, and benefits to fit the special requirements of such employees. Ultimately, our aim is for them to grow and develop within the stc work environment, knowing they have much to offer if properly resourced and supported. A campaign to identify job opportunities suited to certain disabilities led to an increase in PWD employment.

We are committed to empowering women in our organization. Programs such as high potential (HiPo) and emerging leaders are an excellent way to identify, upskill and promote high-achieving women for future leadership roles.

We believe that if properly implemented, DEI contributes greatly to creativity and innovation. A diverse workforce collaborating to achieve common goals is a wonderful strength to have as an organization, and one we are most proud of. Further, our customers and the communities where we operate appreciate that within our workforce are people like them, which helps us understand their needs and serve them better.

By valuing different perspectives, we improve our understanding of and service to our customers and communities. Ultimately, prioritizing DEI strengthens our culture and drives our business success.

Our people continued

Performance metrics

Workforce profile	stc KSA 2022	stc KSA 2023	stc KSA 2024	stc Group 2022	stc Group 2023	stc Group 2024
Workforce						
Number of employees (excluding trainees, students and outsourced staff)	13,237	12,643	**10,577**	22,168	22,751	**19,863**
Employees on a fixed term or temporary contract	1,882	1,786	**1,644**	2,238	2,961	**2,630**
Employees on an indefinite or permanent contract	11,355	10,857	**8,933**	19,930	19,790	**17,233**
Total full-time equivalent (FTE) employees*	13,237	12,643	**10,577**	22,168	22,751	**19,863**

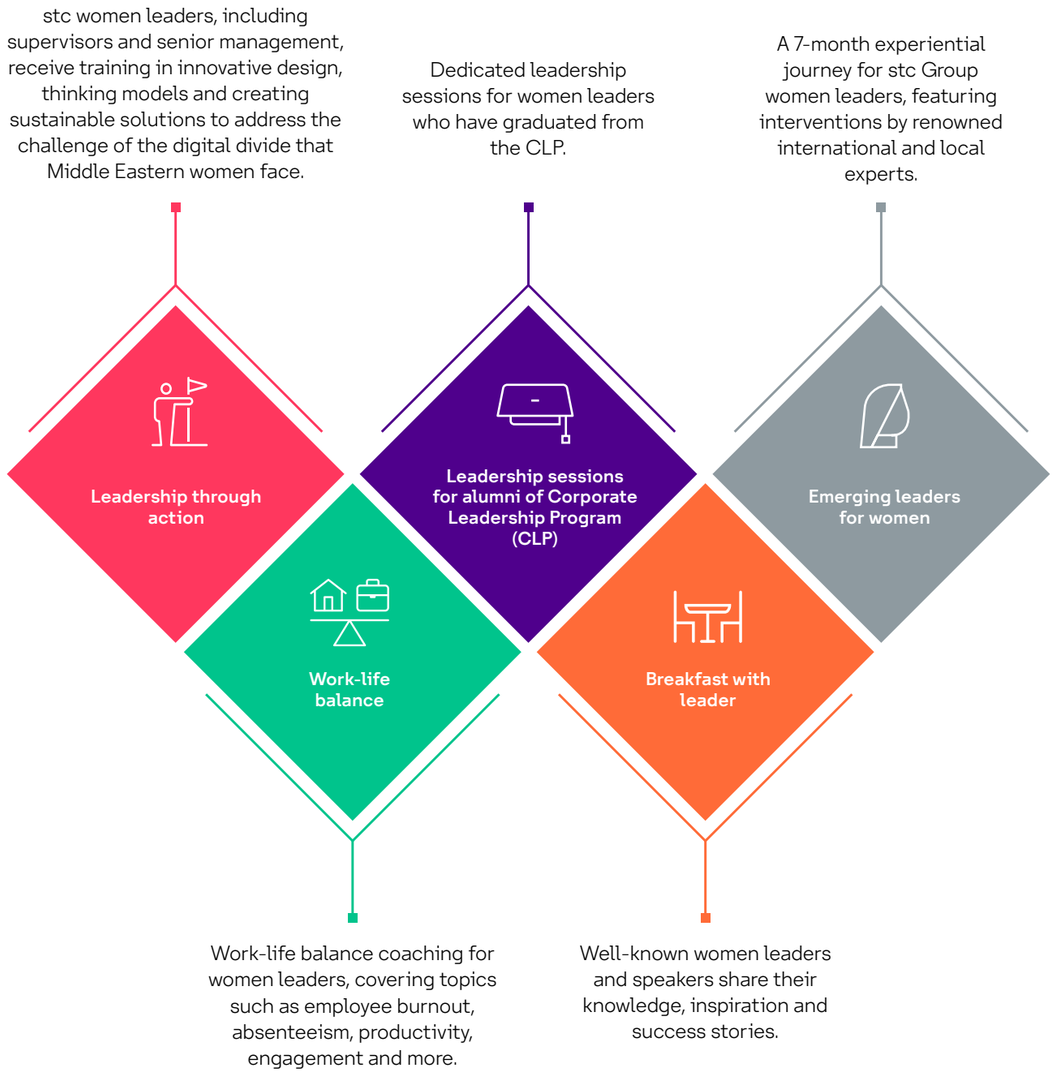
The below workforce breakdown numbers (by age, gender, etc.) are based on the total number of employees on an indefinite or permanent contract

Workforce profile	stc KSA 2022	stc KSA 2023	stc KSA 2024	stc Group 2022	stc Group 2023	stc Group 2024
Workforce						
<30	2,136	2,158	**1,238**	3,812	5,072	**2,574**
31-50	9,693	9,300	**6,548**	16,055	16,149	**12,716**
>50	1,408	1,185	**1,147**	2,301	1,530	**1,943**
By gender						
Women	1,208	1,365	**1,122**	2,790	3,204	**2,787**
Men	12,029	11,278	**7,811**	19,378	19,547	**14,446**
By employment level						
Executive/senior management	200	229	**230**	392	483	**464**
Middle management	1,399	1,520	**1,643**	2,549	2,794	**2,926**
Staff	11,638	10,894	**7,060**	19,227	19,474	**13,843**
Inclusion						
Number of employees with disability	67	70	**45**	76	104	**66**

Women empowerment

Women are an integral part of stc's business. We value the significant contributions they make to the Group and strive to create an environment that supports meaningful careers for women. To this end, stc has established several talent development programs that offer competitive compensation for women.

Women empowerment programs at stc



Our people continued

Women employment

In 2024, stc Group made significant strides in advancing gender diversity, with women accounting for 31% of new hires. These figures reflect meaningful progress, where stc Group remains focused on building a more inclusive workforce at every level. The Group is committed to expanding initiatives and programs that promote gender diversity and create opportunities for all talented individuals to thrive, grow and succeed within the organization.

	stc KSA			stc Group		
Women employment	2022	2023	2024	2022	2023	2024
Total new employee hires	762	597	**141**	5,766	2,386	**924**
Number of new women employees	287	223	**40**	693	552	**286**
Women hiring rate	37.66%	34.17%	**28.37%**	31.40%	31.60%	**30.95%**

Women in leadership

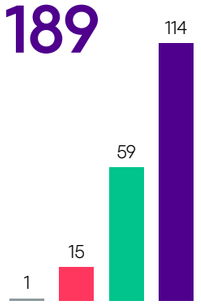
stc continues to champion women in leadership, fostering an inclusive workplace that empowers female talent, drives diversity and strengthens its commitment to gender equity across all levels of the organization. In 2024, we have achieved a noticeable increase in percentage of women in leadership positions across stc Group achieving 12% in junior/middle management and 6.25% in senior management up from 8.9% and 5.2%, respectively in 2023.

	stc KSA			stc Group		
Women employment	2022	2023	2024	2022	2023	2024
Percentage of women in junior/ middle management	6.08%	6.84%	**9.98%**	8.46%	8.9%	**12%**
Percentage of women in senior management	6.00%	6.90%	**6.52%**	4.85%	5.2%	**6.25%**

Women in leadership roles

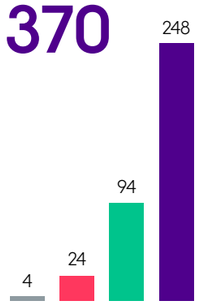
stc KSA

Total
189



stc Group

Total
370

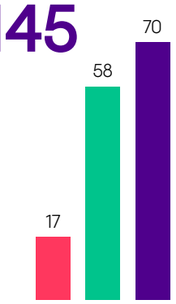


VP GMs Directors SMs

Women in development programs

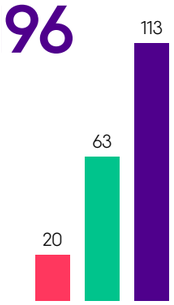
stc KSA

Total
145



stc Group

Total
196



HiPo SDP TIP

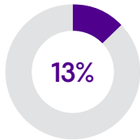
Women representation across subsidiaries and entities

stc remains committed to increasing women's representation across its subsidiaries and entities, fostering an inclusive workforce by expanding leadership opportunities, supporting career development and strengthening gender diversity initiatives across all business units.

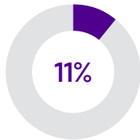
This reflects overall women representation across all employment levels, ensuring a comprehensive and inclusive approach to workforce diversity.

stc (Group)

stc (KSA)



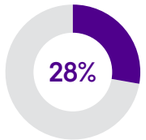
specialized by stc



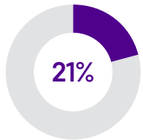
center3

TAWAL

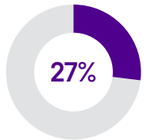
intigral



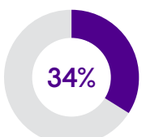
solutions by stc



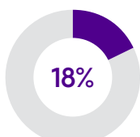
sirar by stc



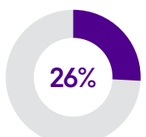
AQALAT



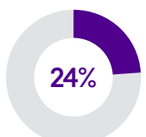
channels by stc



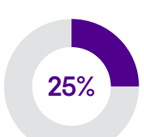
iot2



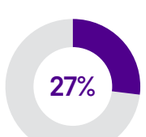
stc Kuwait



stc Bahrain



Alibaba Cloud
SCCC Operating Saudi Region



Our people continued

Inclusion of people with disabilities

Our workplace culture values the inner qualities of employees, safeguarding respect and empowerment for everyone. Our DEI efforts include all employee segments to promote fairness and equitable opportunities.

We collaborate with Qaderoon, a Saudi-based business disability network, to better integrate persons with disabilities into the workforce and confirm they are effective employees. Our facilities are Mowaamah-certified by the Ministry of Labor and Social Development, demonstrating our compliance with best practices and standards in terms of accessible work environments for individuals with disabilities. (Mowaamah-certified refers to a certification granted to organizations in Saudi Arabia that comply with high standards for the employment of individuals with disabilities.)

Across stc Group, our buildings have disability-friendly features such as accessible parking, wide doorways, ramps, grab rails and more. Through our employment mapping tool, we identify roles best suited for individuals with various disabilities, ensuring alignment with their abilities. We also support them through an environment that considers their needs in terms of physical accessibility, technology and communication.

Key initiatives that make stc attractive for PWDs include:

- Sign language and deaf culture workshops for employees.
- Strategic collaborations with disability advocacy groups and educational institutions to create a supportive ecosystem.
- Implementation of a social responsibility program policy by solutions by stc that encourages the integration of people with determination into our workforce.
- sirar's commitment to creating an inclusive workplace by making physical spaces, digital platforms and communication materials accessible, along with adopting inclusive hiring practices that prioritize the recruitment of candidates with disabilities.

Furthermore, In collaboration with HRSD, stc participates in various sessions to improve experiences for people with disabilities and encourage companies to hire and empower them. The Inclusion Communication Series at stc promotes awareness and engagement among employees, featuring sign language translation sessions and dedicated programs that educate employees about the culture of individuals with hearing disabilities and to teach the basics of sign language.

People with disabilities inspiration program

stc's PWD inspiration program aims to create an inclusive workplace for individuals with disabilities. This initiative focuses on several key areas to guarantee comprehensive support and integration:

- Attraction, recruiting and onboarding: Streamlining hiring processes to provide a welcoming experience for new hires with disabilities.
- Learning and development: Offering tailored opportunities for career growth.
- Benefits and compensation: Making certain of equitable access to benefits that reflect the diverse needs of our workforce.
- Communication and culture: Fostering an organizational culture that values diversity and inclusivity.
- Physical and digital accessibility: Enhancing both physical and digital environments to meet the unique needs of employees with disabilities.

Key outcomes of this program include the successful integration of individuals with disabilities into stc's Talent Incubation Program (TIP) and COOP program. The overall number of people with disabilities has seen a decline due to participation in the Early Retirement Program (ERP).

Performance metrics

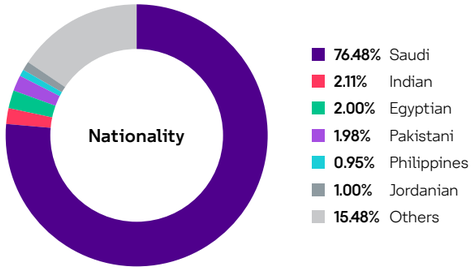
	stc KSA			stc Group*		
People with disability	2022	2023	**2024**	2022	2023	**2024**
Number of employees with disability	67	70	**45**	76	104	**66**

*Group data excludes Aqalat, Intigral and channels.

Culture and ethnicity

Despite our high nationalization rates where a significant percentage of employees are citizens of the countries where we operate, our workforce represents a variety of ethnic backgrounds and cultures. We actively engage in self-identification efforts to better understand how different cultures and ethnic groups are represented across our organizational structure. We listen to and learn from our colleagues to maintain a welcoming and nurturing work environment.

In 2024, stc Group recorded a diverse mix of over 60 nationalities, underscoring our commitment to fostering an inclusive and multicultural atmosphere.



Nationalization

Supporting national priorities by creating meaningful employment opportunities for citizens across our operating markets is a key element in the national visions of the countries where we operate. We are committed to nationalization as part of our efforts to empower local communities and to improve the economies of the countries where we operate.

Our initiatives and programs support the recruitment and retention of national employees. These include nationalization targets for specific areas of the business, a 3-year strategic workforce plan to hire, develop and retain nationals in key roles, and talent programs tailored to meet the diverse goals of our national employees.

These initiatives align with national priorities to increase local talent participation in the workforce and strengthen the economic ecosystems in which we operate. As a result, we have achieved nationalization rates of **93.8%, 47%, and 50%** for senior management in KSA, Bahrain and Kuwait, respectively.

Performance metrics

	stc KSA and local subsidiaries			stc Bahrain			stc Kuwait		
Nationalization	2022	2023	**2024**	2022	2023	**2024**	2022	2023	**2024**
Nationalization rate of senior management (%)	91.5%	92.5%	**93.8%**	34%	26%	**47%**	67%	51%	**50%**
Nationalization rate among total workforce (%)	89.5%	90.1%	**89.9%**	51%	51%	**56%**	65%	64%	**64%**

Diversity, equity and inclusion training

Diversity and inclusion (DEI) are core values that shape our organizational culture. We are committed to building an inclusive workplace where everyone feels they belong and is recognized based on their merit and contributions, rather than any other factors. We understand the importance of embracing diversity and ensuring inclusivity among our customers, employees and stakeholders. In 2024, we provided training on DEI for our employees at stc KSA to support this commitment.

Our people continued

Nurturing talent, unlocking potential

We focus on developing and training our employees by creating personalized training plans to meet their individual needs. We set annual and semi-annual goals based on these plans, which specialists implement.

Training occurs through stc Academy with support from qualified external companies, using various methods like classroom and online sessions. We monitor and evaluate these programs to make sure they meet specific standards.

Adhering to recognized standards and best practices assures quality and creates an environment of trust and excellence for employees. Maintaining high standards not only leads to exceptional results, but also builds a winning workplace culture.

Demonstrating our commitment to excellence and employee well-being, we have the following ISO certification for stc KSA:

- ISO 9001 for Quality Management
- ISO 45001 for Occupational Health and Safety Management
- ISO 41001 for Facility Management
- ISO 29990 for Learning Services for Non-Formal Education and Training

Our talent

At stc, we are committed to **attracting, developing and retaining top talent,** enabling a diverse and dynamic workforce that drives our growth and future ambitions. By bringing together professionals from various backgrounds and expertise, we ensure a culture of innovation, inclusivity and long-term career development.

In 2024, stc Group's total workforce reached 19,863 employees, with over 17,233 on indefinite or permanent contracts, reflecting our commitment to job security and stability.

Our efforts to increase gender diversity led to an increase in female representation to over 16%, up from 14% in 2023, marking steady progress toward greater inclusivity. Recognizing the importance of youth employment, stc achieved a 17% employment rate for individuals under 30, supporting efforts to tackle youth unemployment and attract emerging talent. Notably, there were no major layoffs in 2024, reinforcing our dedication to workforce stability and sustainable employment growth.

Total new employee hires in 2024 by gender

Performance metrics

Employee hires	stc KSA 2022	stc KSA 2023	stc KSA 2024	stc Group 2022	stc Group 2023	stc Group 2024
Total new employee hires	762	597	**141**	5,766	2,386	**924**
By gender						
Women	287	218	**40**	2,275	636	**286**
Men	475	379	**101**	3,491	1,750	**638**
By age						
<30	522	275	**31**	4,190	973	**415**
31-50	231	313	**106**	1,542	1,374	**499**
>50	9	9	**4**	34	39	**10**

Employee turnover	stc KSA 2022	stc KSA 2023	stc KSA 2024	stc Group 2022	stc Group 2023	stc Group 2024
Turnover rate (%)	3.54%	2.65%	**2.7%**	4.4%	3.9%	**4.3%**
Number of employees who left	413	303	**294**	4,371	1,012	**854**
Turnover by gender						
Women	89	73	**72**	2,854	761	**219**
Men	324	230	**222**	1,630	251	**635**
Turnover by age						
<30	211	158	**106**	2,967	432	**281**
31-50	193	143	**181**	1,384	555	**547**
>50	9	2	**7**	20	25	**26**

Restated all 2022 data for improved data collection methodologies.

Employee development and training

All our training programs are conducted in line with approved policies and managed through our learning management system (LMS), guaranteeing a structured and effective learning experience.

Our stc People sector is ISO 29990 certified for learning services in non-formal education and training, and our training initiatives include certifications such as:

- ISO 29993 – Learning Services Outside Formal Education
- ISO 40180 – Learning Services for Competence Development
- ISO 10667 – Assessment Service Providing Processes and Related Activities

Additionally, stc holds accreditations from the Education and Training Evaluation Commission (ETEC) and the Technical and Vocational Training Corporation (TVTC), reinforcing our commitment to high-quality professional development.

In 2024, stc Group participants collectively completed approximately **476,675 training hours**. On average, each employee received **22 hours of training**, reflecting our dedication to continuous learning and skill improvement.

We also advanced our diversity and inclusion efforts through a dedicated training program aimed at fostering a culture of respect, acceptance and understanding across the organization. In 2024, **more than 900 hours** of diversity and inclusion training were provided, strengthening our commitment to an inclusive and equitable workplace.

stc Academy

stc leads the way in driving innovation with 4IR tools such as AI, IoT, big data and analytics, and automation. Our goal is to prepare the next generation for a changing technological landscape. To this end, our Training and Development policy demonstrates commitment to this goal by investing in the personal and professional growth of our employees in a way that ensures equal opportunity.

Our people continued

Through stc Academy, we:

- Use a customized learning approach and adopt best practices.
- Create tailored learning solutions to develop employee capabilities based on business needs.
- Provide targeted learning solutions to increase sector-level capabilities, focusing on key competencies, identified skill gaps and customized business needs.
- Collaborate with top training providers to deliver the best learning solutions.

stc Academy in numbers

476,675
Learning hours

33,216
Total number of participants

900
Sustainability-related training hours

8,112
Women participants

9,244
Senior management training hours

8,546
Courses (in class, virtual and online) delivered

Our Individual Development Plans (IDP) are central to our overall training and development framework. IDPs are a tool that customizes training and professional development activities to align with changing business needs. The IDP is created collaboratively by leaders and employees.

Our thorough assessment process combines psychometric and behavioral evaluations to identify strengths and areas for improvement. Additionally, we offer a range of self-development resources, including advanced digital libraries that are competency-driven and curated to support the learning journeys of both leaders and professionals.

stc Academy has mentorship and coaching programs to reinforce new skills and build positive behaviors. These programs help transfer knowledge back to the workplace, improving on-the-job performance. The LMS, the stc Academy and all of our learning and training initiatives are governed by our Learning and Talent Development policy. The policy includes principles and practices for:

- Self-development initiatives
- The Individual Development Plans (IDP)
- A range of development programs tailored for different talent segments
- Access to extensive e-learning libraries, including stc E-Learning Library, Coursera, LinkedIn Learning, Skillsoft, and Bookboon

These elements ensure all stc employees acquire the skills and competencies needed to meet business demands, contributing to the achievement of stc's strategic objectives.

Leaders School	Professionals School	Business Enablement
The objective of the Leaders School is to improve capabilities within the organization. Additionally, the Leaders School manages the Group-level scholarship program, supporting continuous learning and professional development for leaders.	The Professionals School develops and enhances capabilities within the organization. Additionally, the Professionals School oversees the Group-level scholarship program to support continuous learning and professional development for professionals.	Through the Business Enablement track, we increase employee productivity by offering various business development skills, including partnership initiation, assessments, research and development, digital learning and knowledge management, among others.
Programs • Corporate leadership program (CLP) • Strategic growth acceleration • Digital excellence program (DEX) • Continuous learning program • stc Essentials leadership program • Emerging leaders for women • Generative AI session • The LEAD - Intigral by stc • ONE finance development program	**Programs** • Sectoral program • TIP formal learning • Strategic professional program • Certificate-based program • Data analytics champions program • Skill enhancement and employee development (SEED) • IoT competition • Business continuity program • Risk program • Strategy learning program	**Programs** • Corporate social responsibility (CSR) • 21 research and innovation sessions • 4 publications and research papers • 1,751 seats in community outreach • Business continuity program • 6 learning partnerships • 3 whitepapers + multitude undergoing review/research process • stc Academy

Ramadan Tech-Talk: Inspiring knowledge through technology

The Ramadan Tech-Talk initiative featured 7 sessions covering key technology topics, delivered by renowned industry experts during the holy month of Ramadan. This webinar series provided a valuable platform for knowledge-sharing, fostering discussions on the latest technological advancements, research trends and future expectations. The initiative followed a structured approach, including brainstorming, planning, communication, marketing and webinar hosting, guaranteeing a seamless and engaging experience for participants.

With an impressive **2,270 attendees**, the program significantly contributed to public knowledge and industry awareness, reinforcing the Academy's role in empowering professionals and enthusiasts. By leveraging the Ramadan period for intellectual engagement, the initiative successfully boosted learning opportunities and expanded outreach within the tech community. Moving forward, the goal is to relaunch the program with further improvements, assuring an even greater impact in the coming years.

Our people continued

Performance metrics

Training and development	stc Group 2022	2023	2024
Total hours of training for participants	470,398	530,073	**476,675**
Training by type			
In class	213,459	276,206	**292,283**
e-learning	256,939	253,867	**184,392**
Total hours of training for participants by gender			
Men	382,048	420,287	**360,329**
Women	88,350	109,786	**116,346**
Total hours of training for participants by job category			
Senior management	6,905	8,724	**9,244**
Middle management	78,980	78,328	**61,913**
Staff	384,513	443,021	**405,518**
Total hours of training for participants by nationality			
National participants	445,259	459,004	**388,317**
Non-national participants	25,139	71,069	**88,358**
Total hours of training for participants by age			
<30	143,732	264,432	**95,578**
31-50	297,051	243,320	**363,816**
>50	29,615	22,321	**17,281**
Average training hours			
Average hours of training/participant	40	39	**40**
Average training hours by gender			
Men	37	36.7	**34.12**
Women	85.7	80	**88.75**
Average training hours by job category			
Senior management	43	37.8	**38.36**
Middle management	58	55.3	**38.91**
Staff	38	39.6	**40.39**
Average training hours by age			
<30	91	129.9	**61**
31-50	35	27.7	**23.75**
>50	19	11.1	**7.75**
Average training hours by nationality			
National participants	42	40.6	**63.3**
Non-national participants	26	46.7	**37.1**
DEI training**			
Total number of training hours provided to participants on DEI		5,318	**5,118**
Data privacy and security training**			
Total number of training hours provided to participants on data privacy and security		22,422	**13,191**
Human rights training			
Number of hours devoted to training on human rights-related policies or procedures relevant to our operations	196,034	151,559	**58,072**
Percentage of participants trained in human rights-related policies or procedures relevant to our operations	100%	100%	**100%**

Note: Restated figures for Group, following recent implementation Group Operating Model, through the Academy.
** Training program rolled across entire Group only in 2023.

stc Academy development programs	stc Group			
	Total number of training hours		Average number of training hours	
Leadership development	**Women**	**Men**	**Women**	**Men**
Leadership development courses	17,579	74,116	19	15
Professional development				
Professional development courses	67,030	133,559	26.17	24.47
Business enablement and development				
Digital learning	31,738	152,654	2.16	2.09

Youth development programs

stc is committed to empowering youth through an engaging and award-winning work environment. We offer unique incentives and internal youth empowerment programs to integrate young individuals into the workforce.

As more young people graduate each year, it is essential to assimilate them into the job market and harness their talent. We do so not only for the sake of organizational growth, but also to grow talent in the region for a legacy impact on the economy and society. Our flagship talent development programs help youth reach their full professional potential.

Talent incubation program (TiP)

Provides new graduates with a variety of job tasks, broad professional exposure and the opportunity to work at stc. TiP includes 11 development tracks.

Specialized development program (SDP)

Includes mentoring, guidance and facilitation to help talented stc staff develop their skills and capabilities. It develops participants in 3 areas: consultancy, innovation and workforce performance. development for professionals.

High-potential leadership development program (HiPo)

Targets an exclusive group of employees to accelerate their development and growth thereby ensuring a robust leadership pipeline in stc and its subsidiaries. and knowledge management, among others.

Note: The SDP and HiPo are programs exclusive to stc KSA.

Youth talent development programs	stc KSA 2022	2023	2024	stc Group 2022	2023	2024
Specialist development program (SDP)	162	155	**157**	175	176	**177**
Talent incubation program (TIP)	631	433	**91**	739	627	**178**
High-potential (HiPo) leadership development program	81	43	**46**	99	56	**62**

Our people continued

Employee engagement

Employee engagement is a critical pillar of stc's organizational success, driving innovation, customer satisfaction and operational efficiency. In 2024, the Employee Experience Index (EEI) highlighted cross-functional engagement and development opportunities every year and is a key focus areas, emphasizing the need for a more connected and motivated workforce.

To address these challenges, stc collaborated with business leaders and HR to implement over 300 action plans, including initiatives such as the capability advancement program and talent mobility activation, designed to strengthen employee collaboration and career growth. Looking forward to 2025, stc remains committed to fostering a workplace culture that prioritizes employee engagement, recognition and career development, ensuring employees feel valued, empowered and aligned with the organization's mission. Through these efforts, stc aims to cultivate a dynamic and fulfilling work environment that contributes to both individual and corporate success.

The EEI has replaced the stc Health Index, offering a data-rich resource for us to consistently improve the employee experience.

Employee engagement	stc KSA		stc Group	
	2023	2024	2023	2024
Employee experience index*	80.1	**76.3**	80.7	**78.1**
Engagement rate	90%	**86.1%**	88%	**88%**

* Selected 2023 figures for stc KSA and stc Group have been restated and differ from previously published data.

Compensating employees fairly

At stc, we are committed to offering competitive compensation and comprehensive benefits that guarantee equal pay for men and women in comparable roles. Our compensation structure includes a mix of monetary and non-monetary incentives, highlighted by a long-term stock-based incentive program designed for executives that links rewards directly to individual and organizational performance.

To promote high performance and excellence throughout the organization, we also implement a performance-based incentive system available to all employees. Non-officer staff receive annual bonuses tied to their individual performance metrics, while employees in sales roles benefit from quarterly commissions based on sales achievements. Furthermore, all employees are eligible for annual merit increases, which consider individual performance, market trends and inflation.

Our key benefits package includes childcare and educational support, allowing employees to effectively balance their professional and family lives. Additionally, we help with financial management through programs such as home and car loans, fostering overall financial well-being. These offerings exemplify stc Group's dedication to nurturing a supportive and inclusive workplace for our diverse workforce.

Performance-based pay and benefits*	stc KSA			stc Bahrain			stc Kuwait		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Employees benefited from performance-based pay	10,827	10,907	**9,926**	244	247	**225**	434	417	**475**
Percentage of employees who benefited from performance-based pay	-	49.39%	**52.17%**	-	98.80%	**62.33%**	-	100.00%	**100.00%**

*The decrease in the number of employees benefiting from performance-based pay reflects a reduction in overall headcount. Additionally, data for the 2022 percentage was unavailable at the time of publication.

Parental leave

We offer support to employees transitioning back to work after parental leave. Our parental leave options include childcare support and assistance in securing nursing care for family members. Our paid parental leave policy adheres to local labor laws in each country where we operate. Women are eligible for 10 weeks of maternity leave with full pay, which may commence up to 4 weeks before the due date, as approved by a licensed medical professional. Men are entitled to 3 days of fully paid leave within 15 business days of their newborn's delivery.

For children with special needs, women can extend their maternity leave by an additional month with full pay and 1 more month without pay. Furthermore, women with preschool-aged children receive an annual childcare allowance, and we provide additional support for all parents welcoming a newborn.

	2024							
	Parental leave taken (#)		Return to work when leave ends (#)		Return to work rate (%)		Retention rate (%)	
Entity	Women	Men	Women	Men	Women	Men	Women	Men
stc KSA	63	553	63	553	100%	100%	100%	100%
stc Group	144	1,021	139	1,021	97%	100%	97%	100%

Performance reviews

Our competency framework, which we call JADARA, defines the skills and performance expectations for stc's core leadership and functional roles. After competency assessments, we create IDPs for each employee to address any skill gaps.

We manage and track performance through regular check-ins, annual performance reviews and career development sessions for targeted employees. Each stc employee's performance is evaluated based on specific KPIs established at the beginning of the year.

Performance review	stc KSA			stc Group*		
	2022	2023	2024	2022	2023	2024
% of employees who received a performance development review	100%	100%	**100%**	82%	91%	**99%**

*stc Group data exclude sirar, SCCC, and specialized by stc

Our people continued

Protecting labor rights

Protecting labor rights is a priority at stc. Mechanisms, procedures and policies are in place to prohibit labor law violations, in compliance with Saudi Arabia's legal framework and the International Labor Organization (ILO), of which Saudi Arabia is a member.

The Workers' Committee makes sure labor rights are maintained across the stc Group. This committee, comprised of 18 nominated representatives from 5 regions, facilitates communication and safeguards employees' concerns about wages and working hours are addressed. These representatives negotiate directly with management to maintain strong working relationships and protect labor rights.

In 2024, the Workers' Committee implemented several initiatives summarized below.

Collaborative environment

Partnered with relevant departments to develop programs promoting Company values among employees and their families.

Communication and support

Addressed over 700 employee inquiries through various channels, including 5 regional office visits. These efforts improved communication, provided guidance and raised awareness of workplace rights and responsibilities.

Employee representation

Supported the creation of new Workers' Committees in sister companies like specialized by stc.

National initiatives

Participated in the National Committee for Workers' committees, offering support, training and mentoring for members nationwide. Also facilitated participation in international and Arab labor conferences, as well as G20 meetings.

Policy development

Contributed to regulatory policy development, submitted studies on labor market reports in the Kingdom, and established a **Human Rights Policy Statement** to reinforce commitment to fair labor practices.

Addressing employee complaints

stc is committed to protecting the rights of employees and stakeholders by providing effective internal control mechanisms. We encourage our employees to speak up and confirm we uphold our corporate values.

All stc employees are required to adhere to the stc Code of Ethics, which emphasizes our Fair Employment policy. This policy underscores the importance of respecting workplace diversity and prohibits harassment, bullying and unfair employment practices in all forms. Violations of these policies are addressed promptly by the appropriate personnel, and employees can report such issues through the Speak-Up whistleblowing channel. All grievances are handled professionally and discreetly, with external oversight.

To address complaints, we have dedicated channels for employees to inquire about HR policies and procedures, with ticketing systems that monitor closure of issues raised. We also ensure employee awareness of updated policies and procedures through emails and SMS notifications. Additionally, all stc subsidiaries have established complaints mechanisms, reinforcing our commitment to preventing human rights violations, discrimination and harassment throughout the Group.

Performance metrics

Incidents reported through internal reporting channels	stc KSA			stc Group*		
	2022	2023	**2024**	2022	2023	**2024**
Number of incidents reported (internal grievance system)	1,116	1,407	**786**	1,136	1,448	**929**
Percentage of these incidents addressed or resolved	100%	100%	**100%**	100%	98%	**100%**

*stc Group data excludes stc Kuwait, iot squared, specialized by stc, and Intigril.

Our people continued

Prioritizing health, safety and well-being

We prioritize a safe and healthy work environment to protect employees and contractors from injury and illness. Keeping employees and contractors safe and healthy is not only an obligation of the Group, but also good for moral, productivity and work quality.

Occupational health and safety

Our primary focus is to create a positive safety culture based on awareness, prevention and proper care. Our Management Commitment to Occupational Health and Safety policy affirms stc's leadership dedication to health and safety and outlines responsibilities to ensure compliance with relevant laws and regulations. In 2024, stc maintained ISO 45001 certification, reinforcing our commitment to national and international Occupational Health and Safety Management System (OHSMS) standards.

Our Health and Safety Management system complies with the following:

- Ministry of Human Resources and Social Development – National Council for Occupational Safety and Health policies
- High Commission for Industrial Security (HCIS) directives Civil defense requirements
- National Fire Protection Association (NFPA) international standards
- Occupational Safety and Health Administration (OSHA) international standards

Our system prioritizes employee health and well-being. Key components include a safety induction program, regular emergency drills and thorough assessments with work permits for critical tasks. Ongoing awareness campaigns, online training and toolbox meetings reinforce safety protocols.

We conduct regular risk assessments and inspections to identify hazards and improvements. The Safety Champions group, trained in first aid and safety protocols, promotes a safe work environment. Advanced software helps manage safety responsibilities and track non-compliance reports. Regular inspections in Saudi Arabia enforce safety compliance, with fines and penalties for violations.

Performance metrics

Workplace-related fatalities/injuries	stc KSA			stc Group		
	2022	2023	**2024**	2022	2023	**2024**
Employee work-related fatalities	0	0	**0**	0	0	**0**
Contractors' work-related fatalities	0	0	**0**	0	0	**0**
Employee total recordable injuries	1	0	**2**	1	0	**2**
Employee occupational illnesses	0	0	**0**	0	0	**0**
Heat stress events	0	0	**0**	0	0	**1**
Rate of fatalities as a result of work-related injury	0	0	**0**	0	0	**0**
Incident rate of recordable work-related injuries*	0.008409	0	**0.02**	-	0	**0.0242**

*2022 Group Data not available for "incident rate of recordable work-related injuries" owing to incomplete employee work hours data for accurate calculation.
Note: The occupational injury rates have been calculated based on 200,000 hours worked, in accordance with OSHA standards.

Coverage of OH&S management system	stc KSA		
	2022	2023	**2024**
Employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system	62	152	**166**
	0.54%	1.30%	**1%**

Hazard identification, emergency response, risk assessments and incident investigation

On an ongoing basis, we identify and assess potential hazards, including physical, chemical, biological and human factors. These hazards can arise from materials, machinery, equipment, the working environment or personnel functions across stc Group's operations and services.

We have implemented reasonable and effective control measures to minimize risks to the safety and health of our personnel, contractors and relevant third parties.

Our safety policies and safety manual are fit for the ongoing identification, assessment and management of risks, as well as the reduction of hazards and incidents. According to stc policy, all workers receive a copy of this manual.

Contractors must submit dedicated drawings outlining the scope of work and associated risks. This includes the proposed locations of all equipment, systems and devices, along with relevant risk assessments control (RAC), methods of procedure (MOP) and risk assessments and methods statements (RAMS) documentation.

Before any workers are allowed on site, the safety and security teams must provide clearance. These teams conduct regular inspections and routine testing, measurement and calibration of all active and passive safety systems. We identify risks, mitigation measures and potential outcomes, maintaining records of all suggestions and risk assessments on the Risk Management Monitoring and Reporting Dashboard for top management.

We have established processes for workers to report work-related hazards. Workers can submit a loss-incident reporting form to our Corporate Safety and Security Command Center (SSCC). The Incident Management team (IMT) reviews these forms and escalates them to the Incident/Emergency Manager when necessary, following the safety and security escalation matrix.

All stc employees, vendors, suppliers, contractors, subcontractors and visitors must adhere to our Safety and Security policy and procedures. They are required to immediately report all accidents, incidents, dangerous occurrences, potential hazards and near misses to Safety Services to ensure prompt risk mitigation.

We make sure that everyone can remove themselves from work situations they believe could cause injury or ill health without fear of reprisal. This policy underscores our commitment to a safe working environment, allowing immediate reporting of safety concerns to Safety Services for swift action. Our approach guarantees no one is compelled to work under unsafe conditions, protecting all personnel on stc premises from potential hazards. We strive to minimize risks to as low as reasonably practicable (ALARP).

Our SMS alert system enables operations and maintenance managers to proactively respond to severe weather conditions. By sending weather alerts to their phones 1-2 days in advance of events such as heavy rain or thunderstorms, managers can take preventive measures. This approach has positive environmental impacts, as proactive actions can reduce the need for emergency maintenance, which often consumes significant energy and resources. Additionally, it helps mitigate hazards to wildlife, such as electrocution, tower collapses, fuel leaks and contamination of water resources.

Our people continued

Performance metrics

Emergency preparedness and safety	stc KSA 2022	stc KSA 2023	stc KSA 2024	stc Group 2022	stc Group 2023	stc Group 2024
Total number of emergency response drills conducted	139	128	**462**	-	382	**716**
Safety incident investigations initiated	0	6	**4**	-	29	**31**
Safety incident investigations completed	1	6	**4**	-	30	**31**

Data not available for Group level 2022.
Total number of emergency response drills at Group level excluding center3.

Working at heights

At TAWAL, we prioritize the safety of our employees and contractors while managing tower infrastructure through outsourced service providers. Our managed service provider (MSP) adheres to a stringent Climbing and Working at Heights policy, confirming all MSP employees receive specialized training on its standards. These policies apply to everyone working on our towers, reinforcing our unwavering commitment to safety and risk mitigation.

Our Health, Safety and Security (HSSE) policy mandates that only certified subcontractors are authorized to climb TAWAL sites. We rigorously verify that key contractors hold government-approved certifications for Working and Rescue at Height, covering critical aspects such as fall hazard evaluation, fall protection systems, positioning and suspension techniques, rescue protocols, lifelines, body weight calculations and emergency response planning.

To further strengthen employee safety, we have implemented an advanced early warning system (EWS) as part of our ESG risk mitigation strategy. This system continuously monitors environmental conditions such as wind speed, wind direction and changes in tower position, triggering real-time alerts when potential structural integrity risks arise. By proactively identifying hazards, the EWS bolsters on-field response capabilities, allowing the HSSE and Operations & Maintenance (O&M) teams to take immediate preventive action and guarantees the safety of all personnel working at heights. This initiative reflects TAWAL's commitment to creating a safer work environment, minimizing risks and upholding the highest standards of occupational safety and well-being.

Exposure to electro magnetic fields

All stc sites comply with relevant governmental regulations regarding electromagnetic fields (EMF). We have implemented strict measures to protect employees from illnesses related to teleworking and EMF exposure, including on-site medical assistance, first aid kits, proper personal protective equipment (PPE) and an EMF-specific occupational health and safety toolbox.

Health and safety training

Through safety training workshops and campaigns, we equip all staff and contractors with essential skills for safe performance at work. We also conduct health and safety training through stc Academy, our e-learning platform. Our ecosystem of safety and health training programs include:

- Safety induction programs to familiarize employees and contractors with our safety policies and culture
- Regular emergency and fire drills to train employees and residents in emergency response procedures,
- Ongoing preparation of our Emergency Response team, and testing of its systems
- Toolbox meetings with contractors
- Internal communication on health and safety to all employees, via stc internal channels
- To foster a robust culture of health and safety, stc follows these practices

Pre-event safety briefings	Employee training	Crisis management training
For any event with over 25 attendees in a closed space, stc departments must prepare and deliver a safety presentation prior to the event.	All employees are required to receive training on health and safety relevant to their specific job roles before engaging in any potentially hazardous work.	The Safety department provides training and briefings on evacuation procedures in the event of natural disasters or other crises.

These measures contribute to stc's commitment to maintaining a safe working environment and promoting a culture of health and safety throughout the organization.

Performance metrics

Health and safety training	stc KSA 2022	stc KSA 2023	stc KSA 2024	stc Group 2022	stc Group 2023	stc Group 2024
Total hours of H&S training provided to employees and contractors	28,000	31,448	**22,406**	34,244	45,162	**34,022**
Average hours of H&S training per employee and contractors	2.45	3.00	**2.80**	-	5.32	**2.47**

Employee health initiatives

At stc, we are committed to promoting employee health through a comprehensive range of initiatives designed to support overall well-being. Our offerings extend beyond standard insurance to include services such as:

- Infertility treatments
- Obesity programs
- Special needs education allowances
- Seasonal influenza vaccines
- Blood drives
- Diabetes awareness campaigns
- Breast cancer initiatives

We prioritize mental health by providing counseling services, and our Special Needs Fund Service addresses non-occupational medical conditions that may not be covered by standard insurance.

To foster a culture of wellness, we promote a healthy lifestyle by offering nutritious dining options within the stc HQ complex, including healthy restaurants and supermarkets. Our vending machines are stocked with salads and health-related products, making it easier for employees to make nutritious choices.

We also encourage physical activities through organized events like marathons and social games while advocating for an environmentally conscious workplace. These initiatives reflect our dedication to creating a supportive environment that prioritizes the health and well-being of our employees.

Our community

Community investment and development are paramount at stc and are integral to the Group's corporate strategy, particularly under the sustainability objective of "enriching people's lives". Our strategy for effective community development is built on 6 pillars: Education, Environment, Sports and Health, Entrepreneurship, Community Development, and Youth Empowerment. Additionally, stc's Community Investment policy supports issues that align with our long-term business objectives and where we can make the most significant impact.

Empowering communities, enabling progress

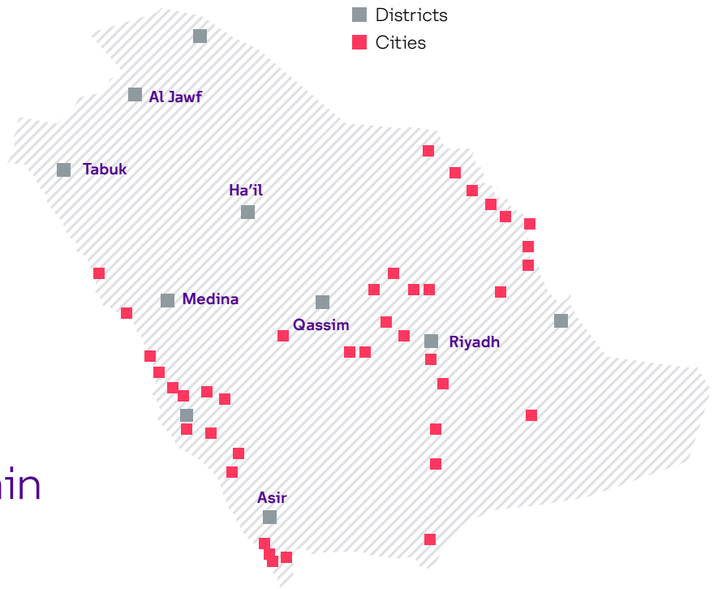
Community contribution and development

As the leading telecom and ICT service provider in the Gulf and greater MENA region, we are committed to delivering positive community development impact. We continuously monitor and measure the outcomes of our community investment activities to assess performance and guide plans for maximizing our positive influence on local communities. Our success is measured by whether our initiatives achieve their goal of enhancing community development.

Total community investment (⃁ million)

2022	2023	2024
14	14	14

In 2024, stc contributed over ⃁ 14 million to community programs across Saudi Arabia, in over 70 cities, and governorates within the Kingdom.



Sponsorships

stc's approach to sponsorship is guided by our Sponsorship policy and Strategy for Relations and Partnerships, which emphasizes evaluating potential sponsorships while assessing reputational and compliance risks. The selection process is based on specific criteria to ensure initiatives align with our strategy, values, local market, target audience, vision and objectives. Sponsorship allows us to support our sustainability goals, promote our core values and extend our reach while increasing brand awareness.

In 2024, we proudly sponsored 89 projects across Saudi Arabia, Bahrain and Kuwait. These sponsorships reflect our commitment to making positive impacts in the communities we serve. Our sponsorships support our sustainability goals, as well as our vision to enable society and the economy in our countries and communities of operation.

Sponsorships	Entity	2022	2023	2024
Projects sponsored	stc KSA	124	59	**44**
	stc Bahrain	23	29	**33**
	stc Kuwait	32	23	**23**

Our community continued

Flagship programs for social development across KSA

As part of the Kingdom's Vision 2030 strategy, Saudi Arabia has 11 flagship programs covering various initiatives aimed at promoting social development and economic growth, including housing, health, industrialization, greening of the environment, volunteerism and human capital development.

stc Group marshals its unique resources and expertise to support these flagship programs, with an emphasis on digital inclusion, education and health, volunteering and entrepreneurship, as well as welfare and quality of life.

Theme	Target	Flagship initiatives	Social impact (since inception date)
Promotion of digital inclusion and digital capabilities	Bridge the divides in our operating markets, focusing on the inclusion of people with disabilities, underserved areas, low-income households and the elderly	**Smart Truck**	Provided 3,022 awareness session to 9,883 elderly people across 39 governorates
		Technical enablement	Offered +3,500 technical services to +1,300 NPOs across +70 cities and governorates
Education, health and environmental protection	Spread awareness on educational, health and environmental issues and help solve them through our support and innovative solutions	**Knowledge sharing**	Conducted 7 workshops with 100+ participants from 30 different partners (NPO and government) to build capacity on social return on investment and social value.
		E-health smart cameras	Installed 2 smart cameras worth ⃁ 160,213.48 in health centers within an underserved area to help early diabetes detection
		Electronic waste recycling	Since 2019, Eritqaa received 39,000+ devices In 2024, 6,000+ devices were received, 200+ screens and 1,000+ devices were distributed to 100+ NPOs
		Educational grant support	Invested ⃁ 3 million in support of 15 students to continue their university education in the field of technology
Embedding a culture of purpose and entrepreneurship	Generate sustainable change while supporting entrepreneurship and empowering the next generation of young entrepreneurs through education, training and a supportive ecosystem.	**impactU**	⃁ 1.350 million seed fund for 15 incubated startups across 3 batches
		Volunteering program	Completed 10,000+ volunteering opportunities requested by 72 NPOs across 13 regions while recording 8,064 volunteering hours
Welfare and quality of life	Bridge the divides in our operating markets, focusing on the inclusion of people with disabilities, underserved areas, low-income households and the elderly	**Furniture donation**	Donated 1,125 furniture pieces to 17 NPOs
		Jood Eleskan	We contributed 32 houses from stc employees, benefiting 134 people, and utilized stc's digital communication
		Home renovations	Renovated 40 homes across 8 governorates, with investment of ⃁ 2 million, aiding vulnerable groups like widows, divorcees, people with disabilities and children of martyrs

Our community continued

stc Smart Truck initiative

Empowering communities through digital literacy and technology awareness

Phase 1
2,550
2,003
1,052
2,000

Phase 2
4,500
4,440
1,060
4,440

Background

As part of stc Group's continued commitment to social responsibility and sustainability, the Smart Truck initiative was launched in February 2023 to empower the elderly by educating them on the use of modern technologies. This initiative aligns with stc's mission to increase digital literacy across communities, focusing on the elderly population in Saudi Arabia. By leveraging stc's expertise in digital services, the Smart Truck aims to provide essential knowledge on how to navigate the digital world safely and effectively. In line with its sustainability goals, this project also contributes to social inclusion by guaranteeing all members of society, regardless of age, have access to and benefit from technological advancements.

Approach

The Smart Truck travels across various regions, providing mobile digital literacy workshops and offering hands-on guidance in using mobile applications, with a specific focus on government services and the mystc app. The second phase of the initiative concluded successfully after traveling to several northern regions and governorates, including Malham, where it participated in the LEAP2024 conference. The truck's accessibility and interactive learning environment provide an inclusive platform for elderly citizens to gain digital skills that help them stay connected with society.

Phase 3
6,476
3,440
910
3,440

Total
13,526
9,883
3,022
9,880

Outcomes

Through the Smart Truck initiative, stc Group has made significant strides in improving the digital literacy of the elderly population, with more than 9,000 elderly beneficiaries participating in the program. Over 3,000 technical awareness sessions have been held, reaching individuals who may otherwise have limited access to technology education. The initiative has had a profound impact, raising awareness about the importance of digital safety and privacy while fostering greater engagement with government and social services through the use of mobile applications. The Smart Truck project has not only educated participants, but also cultivated a sense of empowerment among the elderly, helping them stay informed and safe in an increasingly digital world.

Next steps

Building on the success of its first and second phases, stc Group plans to expand the Smart Truck initiative to reach even more communities, particularly in rural and underserved areas. This will involve increased collaboration with local stakeholders and government bodies to boost maximum reach and effectiveness. stc also aims to introduce more advanced digital topics in future sessions, further increasing the impact of the initiative and helping beneficiaries improve their digital skills in preparation for the evolving technological landscape.

Distance covered (km) | Beneficiaries served | Awareness sessions held | Elderly participants

Our community continued

Technical enablement program

This program empowers non-profit organizations (NPO) by providing affordable digital solutions for administration, finance and operations. These tools help NPOs cut costs, improve efficiency and expand their reach and impact. In 2024, NPOs that used this program saw increased operational efficiency, higher beneficiary satisfaction and reduced technical costs.

2024 Social impact

3,500+
technical services offered

1,300+
NPOs

70+
remote areas

56
cities

Home renovations

In collaboration with the Emirate of Riyadh and the Women's Committee for Community Development, this project aims to restore and maintain homes for needy families in the Riyadh region. This initiative is part of stc's ongoing efforts to support and empower less fortunate individuals in society and improving the quality of life for families in need, targeting vulnerable groups like widows, divorced, people with disability and children of martyrs.

2024 Social impact

40
houses renovated

⃁ 2 m
investment

8
governorates covered

E-health smart cameras

The smart medical camera initiative features an AI-driven eye exam system that detects eye diseases early and uses digital technologies for retinal care, especially for diabetic retinopathy. This initiative brings expert surgical consultations closer to remote and underserved areas, providing accessible and affordable healthcare.

stc has facilitated the installation of 2 medical cameras valued at ⃁ 160,213 in hospitals and health centers in the Jazan region. This initiative aims to accelerate patient access to services, enabling appropriate treatment without the need to travel to specialized hospitals, while reducing waiting lists.

2024 Social impact

2
medical cameras

⃁ 160,213
value

Electronic waste recycling

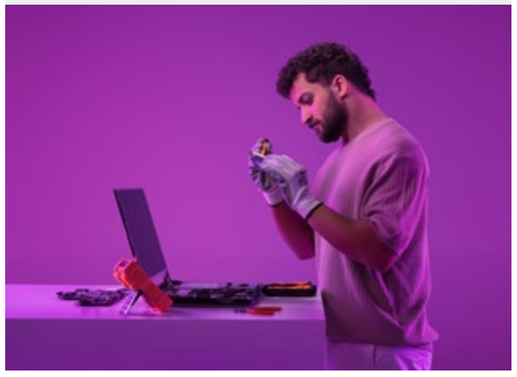
We support the digitally disadvantaged while addressing the important issue of e-waste disposal. Most electronic devices have an average lifespan of just 3 years. To minimize unnecessary waste, we donate electronic devices to NPOs such as Ertiqa (an NPO dedicated to pursuing innovative solutions for the responsible disposal and recycling of electronic waste), for proper recycling, refurbishment and disposal.

Since we started this initiative, we have recorded more than 25,000 devices recycled, including over 5,000 in 2024 alone.

2024 Social impact

100+
NGO beneficiaries

5,000+
devices recycled and refurbished



Our community continued

Educational grant support

One of the key United Nations Sustainable Development Goals (SDG) aligned with our business strategy is SDG 4 – Quality Education, which aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. By investing in education and skills development, we strive to strengthen our workforce, boost economic growth and contribute to a more knowledgeable and interconnected society.

stc has a strategic partnership with the Ministry of Human Resources and Social Development and Ta'alum to advance SDG 4. This initiative focuses on expanding social security for families, ultimately increasing access to quality education and improving overall quality of life.

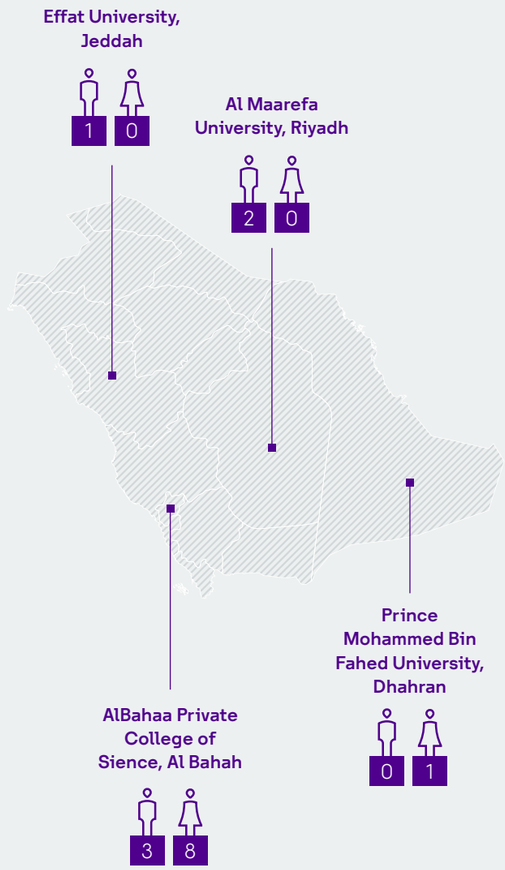
2024 Social impact

6 male and 9 female students supported

Technology field

4 years duration

⃁ 3 m invested



impactU

impactU is a social incubator that supports social and environmental projects aligned with relevant UN SDGs. The focus is on empowering entrepreneurs whose business ideas promote sustainability and improve environmental, health and education outcomes.

Through impactU, stc offers direct training and consultancy in social and environmental sustainability and entrepreneurship.

2024 Social impact

5 incubated startups

⃁ 500,000 Seed fund for all projects

Volunteering program

The volunteering platform aims to empower non-profit organizations by providing them with specialized support from stc employees. This improving their role in sustainable community development.

Volunteering aligns with stc's values of dynamism, devotion and drive, all contributing to our vision. Through this program, we contribute to a culture of purpose and giving, as well as supporting the UN SDGs, and improving employee engagement and workplace well-being.

2024 Social impact (stc KSA only)

38 NGOs benefited

715 Volunteering opportunities

13 regions served

8,580 volunteering hours

In addition, we continue to roll our internal volunteering program across the Group, offering our employees the opportunity to give back to the community. In 2024, we recorded 11,740 volunteering hours across stc Group.

Volunteering opportunities	Entity	2023	2024
Volunteers	stc KSA	672	**715**
	stc Group*	907	**594**
Volunteering hours	stc KSA	8,064	**8,580**
	stc Group*	-	**3,160**

*Group data in the table above excludes stc KSA.

Our community continued

Furniture donation

Through stc's furniture donation program, we reduce the use of new materials and improve the environmental footprint for both stc and the recipients. By donating furniture to those in need, we aim to lower the demand for new manufacturing, cutting carbon emissions linked to production and transportation. This conserves valuable resources, minimizes waste and provides essential furnishings to recipients.

This program highlights our commitment to environmental and social responsibility as we work toward a more equitable future.

2024 Social impact

1,125
donated furniture pieces

17
NPOs benefited

Jood Eleskan

Jood Eleskan is a non-profit community initiative that began in mid-2020 during the COVID-19 pandemic. Its goal is to empower the non-profit housing sector by encouraging stc employees, private individuals and the public sector to donate for families in need of housing. The initiative utilizes stc's digital communication channels to raise awareness and donations by sending SMSs across KSA.

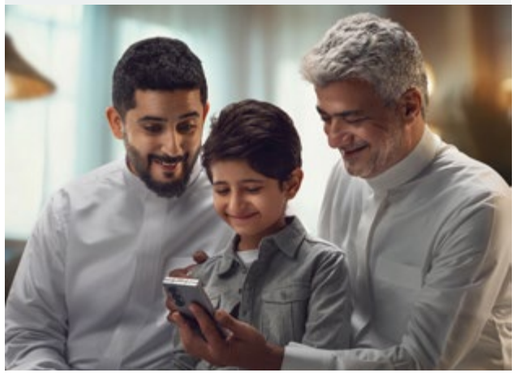
2024 Social impact

2
houses

13
beneficiaries

+296 m
SMSs across KSA

⃁ 270,833
Donations



Our community continued

Community initiatives by stc Kuwait

stc Kuwait is committed to fostering positive community change through a robust CSR strategy focused on social impact, environmental stewardship and digital inclusion. Our CSR initiatives are designed to empower individuals, increasing sustainability and strengthen community well-being.

At the heart of stc Kuwait's CSR efforts lies a strong commitment to volunteerism and social development. In 2024, we nearly doubled our volunteer participation, engaging 281 volunteers who contributed their time and efforts to impactful programs. While the total number of volunteering hours decreased, this reflects a shift toward more structured and high-impact initiatives that align with community needs.

Our community investment strategy remains dedicated to key social causes, despite an 82% decrease in total investments compared to 2023. The drop is attributed to the absence of tree-planting initiatives in 2024, but stc Kuwait continues to support essential projects that make a tangible difference in people's lives.

Social and environmental awareness programs

In 2024, stc Kuwait launched several initiatives to support underprivileged communities and drive social awareness. These programs include:

- **Ramadan baskets initiative:** Providing essential food supplies to 400 families in need.
- **Support for people with disabilities:** Donations for 150 individuals with disabilities, safeguarding access to critical support.
- **Blood donation drives:** Encouraging community health engagement, with 114 individuals donating blood.
- **Device donations:** Contributing 55 refurbished electronic devices to support digital accessibility for underserved communities.

These initiatives reflect our belief in inclusive community engagement, where corporate responsibility extends beyond business operations to directly improving lives.

Fostering digital inclusion and skills development

stc Kuwait remains committed to bridging the digital divide by ensuring access to digital tools and skill-building opportunities. While data on digital training programs is not available for 2024, we continue to explore avenues for boosting digital literacy and empowerment, particularly for underserved communities.

Strengthening cultural and social engagement

Beyond digital inclusion and economic empowerment, stc Kuwait celebrates local culture and heritage through community-driven events.

- **National and cultural celebrations:** stc Kuwait actively participates in major national events, including Saudi National Day, Saudi Foundation Day and Saudi Coffee Day, reinforcing our cultural commitment.
- **Employee and public engagement:** Our CSR strategy encourages employees to take part in community-driven activities, fostering volunteerism and social responsibility within the workforce.

Supporting those in need

stc Kuwait's **2024 community impact initiatives** included:

- ⃁ **45K in donations** through a partnership with the **Children with Disabilities Association (CDWA),** supporting three critical medical cases.
- **100 food baskets** distributed to families in need during Ramadan, with stc Kuwait employees actively participating in packing and distribution.
- **55 items (devices and clothing)** donated to underprivileged individuals, reinforcing our mission of **resource redistribution and sustainable giving.**

Ramadan Basket Initiatives 2024

Ramadan baskets initiative 2024 - Kuwait

Background

During the holy month of Ramadan, stc Kuwait upholds its annual tradition of giving back to the community. The Ramadan baskets initiative is designed to support families in underserved neighborhoods, making certain they have access to essential food supplies during this significant time. A key challenge was identifying those in genuine need while ensuring fair and effective distribution.

Outcomes and impact

- 100+ families supported with essential food supplies.
- Boosted employee engagement, strengthening the culture of volunteerism at stc Kuwait.
- Positive community response, reinforcing trust in stc Kuwait's CSR efforts.

Ramadan basket initiative 2024 - Tawal

During the holy month of Ramadan, TAWAL commits to an annual social investment activity of donating food baskets to families in underserved neighbourhoods in Riyadh. This initiative is driven by a desire to give back to the community during the holiest month in Islam. One of the challenges faced is identifying deserving recipients and ensuring baskets are not given to those who are self-sufficient. To facilitate this effort, TAWAL volunteers began by preparing the food baskets and travelled by bus to underprivileged areas of the city of Riyadh, where they donated over 100 baskets to families in need.

Approach

- stc Kuwait employees volunteered to assemble and distribute food baskets.
- Volunteers gathered at a central location and traveled to Manfouha to ensure fair and effective distribution.
- Strong logistical coordination confirmed 100 families received high-quality food supplies tailored to their needs.

Next steps

- Improve distribution logistics to expand the program in 2025.
- Increase employee participation to further increase the impact.
- Explore collaborations with local NGOs to scale outreach and sustainability.

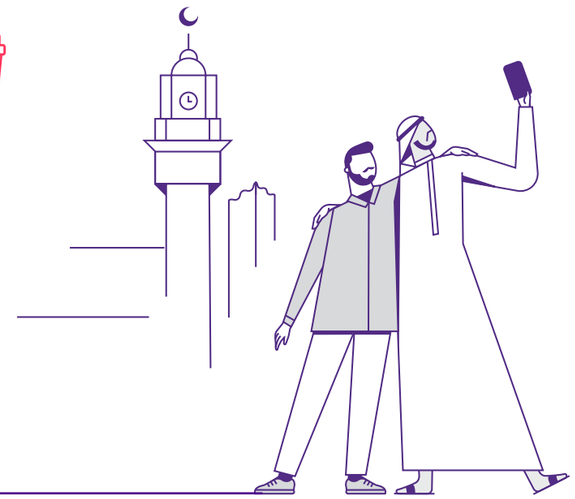
Through these initiatives, stc Kuwait reaffirms its commitment to social impact, sustainability and corporate responsibility, ensuring our business remains a force for good in the communities we serve.

2024 Social impact

Donated over

100+

baskets to families in need.



Our community continued

Community initiatives by stc Bahrain

stc Bahrain demonstrates its dedication to positive community change through a comprehensive CSR strategy focused on 4 main pillars: Family, Eco, Tech, and Community. We support various worthy causes with subsidised digital services, including:

- **Conserving bounties:** Providing postpaid lines, fleet management solutions (car tracking devices for food vans), Wi-Fi services and executing bulk SMS campaigns.
- **Southern Municipality:** Donating Wi-Fi for the road water management system.
- **Society support:** Supplying Wi-Fi and SIM card donations to various societies.
- **SMS donations:** Offering SMS short code donations for different organizations.
- **Bulk SMS campaigns:** Facilitating bulk SMS campaigns for various entities.

Ana Laha

During the Holy month of Ramadan, stc Bahrain launched *Ana Laha,* a television series featuring Omar Farooq that explores offers inspirational and compassionate messaging. The 30 episodes resulted in over 145 million views, 550,000 shares and more than 800,000 comments.

Jeel ICT graduate development program

Additionally, stc Bahrain introduced the third edition of the Jeel ICT graduate development program. In partnership with the Ministry of Labor, Tamkeen and the Economic Development Board, this program focuses on the ICT sector and aligns with Bahrain's Vision 2030.

Trees for Life project

stc Bahrain's CSR team organizes tree planting events at schools, the Trees for Life project. Prior to planting, children are educated about the environment, climate change and the significance of tree planting. Students of all ages actively engaged in and enjoyed these tree planting activities.

Social investment initiatives

stc Bahrain has launched multiple initiatives focused on supporting elderly individuals, low-income households, families and those with special needs. Notably, the "stc Fereej" home renovation initiative provides essential furnishings and appliances, such as air conditioners, refrigerators, ovens and windows.

In addition to home renovations, stc Bahrain participates in cultural and community events, supporting local culture during Bahrain National Day and Ramadan. Activities include gifting coupons and Eidiya to hospitalized children and orphans during Eid celebrations. The Gergaoun Bus of Joy, in partnership with the Ministry of Youth Affairs, distributes treats and gifts to children across Bahrain, bolster community spirit.

Moreover, stc Bahrain is dedicated to individuals with special needs, sponsoring special needs schools and events like the Charity Run for Autism. Collaborating with the Bahrain Paralympic Committee, the Group provides inclusive opportunities and training facilities for individuals with Down Syndrome, in partnership with the Bahrain Deaf Society. Additionally, stc Bahrain organizes activities, gifts for senior citizens and other initiatives aimed at improving the lives of community members.

Through these programs, stc Bahrain demonstrates its commitment to social inclusion and community engagement.

stc Bahrain recognized for empowering communities

stc Bahrain was recognized with various awards for its contributions to communities in the region.

- GCC International CSR Excellence Awards: Excellence in Community Partnership with Charity
- International CSR Excellence Award (UK) for Community Commitment and Partnership/ Sponsorship
- Gulf Sustainability Award for Best Community Development

inspireU: Across boundaries and expanding internationally

In alignment with Saudi Vision 2030, inspireU promotes Saudi startups as well as attracting international startups to land and operate in the Kingdom by leveraging strong collaborations with stc subsidiaries, and with stc Kuwait and stc Bahrain. Additionally, inspireU collaborates with MISA (Ministry of Investment of Saudi Arabia) to attract international startups, aiming to bolster the Saudi digital economy. This addresses the challenge of connecting local and global ecosystems, positioning Saudi Arabia as a hub for digital innovation.

inspireU has established a strong presence at key local and international events, including LEAP, Mobile World Congress (MWC), VIVATech and Web Summit. This visibility enables inspireU to attract global startups interested in expanding their operations in Saudi Arabia and the GCC. inspireU facilitates the soft landing of international startups by providing essential services, including support for commercial registration. These efforts ensure smooth integration and scaling opportunities for startups from regions such as the UK and France.

inspireU supported over 130 digital startups in key strategic investment domains. These startups serve more than 52 million users and have generated over ⃁ 15 billion in gross merchandise value, supporting startups to raise over ⃁ 1 billion in funding. This reinforces inspireU's role in fostering a dynamic digital economy and supporting global innovation.

inspireU plans to strengthen strategic partnerships with key entities and international stakeholders to attract more startups and further align with Saudi Vision 2030.

	stc KSA		
inspireU	**2022**	**2023**	**2024**
Number of incubated startups	17	20	**25**
Total funding raised by accelerated startups	More than ⃁ 1 billion since 2015		
Percentage of female-owned startups or investees	18%	20%	**8%**
Startup survival rate	100%	100%	**100%**
Number of companies still operating after they have left the accelerator	17	20	**25**
Mentorship opportunities	17	26	**30**

Our community continued

Case study

Farmers market with stc partnership

Background

The Bahraini farmers market project is a community-driven initiative that supports local farmers, while promoting agri-tourism. Despite operating for 10 years, the market has faced challenges such as reduced visibility for farmers and local vendors, declining interest among younger generations and aging infrastructure. In response, stc Bahrain embarked on a mission to transform the Bahraini farmers market into a vibrant space that promotes local produce, sustainability and cultural heritage, complemented by modern infrastructure and engaging experiences for all visitors.

Approach

A 4-year partnership was established with the National Initiative for Agricultural Development (NIAD) and the Ministry of Municipalities and Agriculture Affairs. The partnership aimed to elevate Bahraini products within the community, support local farmers, showcase their quality and dedication and create an inclusive space for various vendors, fostering community engagement. The market features weekly workshops on agriculture, designated picnic areas, a kid's zone with various activities, art exhibitions, an artisan's corner for Bahraini productive families, and diverse entertainment options.

Outcomes

With stc Bahrain's support in its 11th year, the Bahraini Farmers Market saw record-breaking visitor numbers and increased farmer revenue, leading to a renewed sense of community pride. Participant numbers surged by 60%, totaling 136, including Bahraini farmers, vendors, cafes, food entrepreneurs and nurseries. The amount of homegrown produce showcased rose from 78,000 kg to an impressive 100,000 kg. Farmers' sales increased by 45% thanks to stc's marketing campaign, with total visitor numbers reaching 230,267 from 23 December 2023 to 09 March 2024. The market received high acknowledgment from government entities and non-profit organizations.

Next steps

Continue to deliver a highly successful farmers market in collaboration with stc, promoting agri-tourism and fostering community engagement.

Fereej stc home transformation project

Background

stc Bahrain launched the Fereej stc home transformation project, renovating and furnishing 15 homes for widows. The main challenges included coordinating with various suppliers to confirm timely completion of work and managing the expectations of more than 15 families, who were eagerly awaiting their renovations and new furniture.

Approach

This project was conducted in collaboration with the Royal Humanitarian Foundation (RHF), which provided the list of widows and families in need. Site visits were carried out to assess and understand the specific needs of each home. The renovation process involved painting walls, replacing doors, furnishing the homes and providing essential appliances.

Outcomes

All 15 homes across various areas in Bahrain were fully renovated and furnished, benefiting over 65 individuals. This project exemplifies stc Bahrain's commitment to making a meaningful difference by transforming homes and creating safe havens for those in need within the community.

Next steps

stc Bahrain plans to continue this project annually, providing support to widows and families in need.