



Pathways to a **Sustainable** Future

Sustainability
Report 2023

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- Welcome Message
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Chairman's Welcome Message



Let us proceed to a better future and commit to excellence in every step of the way.

Dear Stakeholders,

It is with great pride that I present the Saudi Readymix Concrete Company Sustainability Report 2023. This report shows our commitment to sustainable development, innovation, and excellence in all aspects of our operations. Our journey over the past year has attained achievements that indicate our dedication to environmental stewardship, social responsibility, and governance excellence.

In 2023, we made remarkable steps in enhancing our sustainability practices, cementing Saudi Readymix as a leader in the industry. Our eco-friendly solutions advanced our technological capabilities and reduced our environmental footprint. Introducing sustainable concrete solutions and using green materials contributed to the preservation of natural resources and minimized our impact on the environment. Remarkably, we increased the incorporation of recycled materials in our products by 40%.

Using advanced technologies enhanced the quality and durability of our products. This year, our Research & Development initiatives resulted in a 30% increase in the efficiency of our production processes, reducing waste and improving overall sustainability.

Our initiatives to maintain social responsibility as one of our core values have nurtured our culture of inclusivity, safety, and community engagement. Our programs have raised awareness about important issues such as environmental conservation, health and safety, and professional development. We strengthen our social impact and achieve stakeholder satisfaction by supporting the growth and wellbeing of our employees and the communities we operate in. We are proud to report a 97% employee engagement and a 20% increase improvement in workplace safety metrics.

Practicing good governance in all our operations has resulted in transparency, accountability, and ethical conduct. This commitment resulted in a trusted and reliable partner in the construction industry which drives long-term value for all our stakeholders. Our compliance and governance standards have led to a 95% satisfaction rate among our stakeholders.

Our report has demonstrated compliance with international frameworks, including the Global Reporting Initiative (GRI) Standards to disclose our sustainability performance for 2023. This report demonstrates our approach, our initiatives and our achievements. This report hallmarks our efforts to remove any adverse impacts we have on the natural environment, utilize and optimize our resources in the most efficient manner, and how we progress in our community's development.

To our stakeholders, please accept my heartfelt gratitude for your support and contribution to our growth and development. Let us proceed to a better future and commit to excellence in every step of the way.

Rami Khalid Alturki
Chairman of the Board
Saudi Readymix Concrete Company

About Saudi Readymix



We employ a workforce of approximately 3,000 people across the Kingdom.

Saudi Readymix Concrete Co. (Saudi Readymix) was established in 1978 and stands as the premier producer and supplier of ready-mixed concrete and related products in the Kingdom of Saudi Arabia.

As a wholly owned subsidiary of Khalid Ali Al Turki & Sons Holding Company (Al Turki Holding), a prominent industrial conglomerate, Saudi Readymix has grown to employ a workforce of approximately 3,000 people. With 40 commercial and 20 on-site factories strategically positioned across the Kingdom, we guarantee coverage of major metropolitan areas in the eastern, central, western, northern, and southern regions.

Our commitment to leading the industry in quality is reflected in our stringent, self-imposed quality control measures, making our name synonymous

with excellence. This dedication has enabled us to undertake an impressive array of prestigious projects for both public and private sectors. Most of our factories hold official approvals from major governmental, semi-governmental and industrial authorities, such as Saudi Aramco, Saudi Electricity Company (SEC), SABIC, the Royal Commission, and the Public Investment Fund (PIF).

Our Sustainability Journey

Our sustainability commitment began as part of Al Turki Holding's overall sustainability initiative, which then developed into our own promise to improve

our sustainability performance. This report marks our inaugural sustainability report, representing a significant milestone in our journey toward more transparent and responsible business practices. Our Five-Year Sustainability Strategy, which we are developing, will provide a clear direction to the achievement of strategic sustainability targets. We strive to integrate eco-friendly practices and innovations into our operations, aiming to reduce our environmental impact while delivering superior products and services to our customers.

Our Alignment with Saudi Vision 2030

With the introduction of our Five-Year Sustainability Strategy and the publication of our inaugural Sustainability Report, we are taking steps toward meeting our sustainability goals and toward aligning with the Kingdom's overall agenda. Our performance throughout the reporting period aligns with commitments under each pillar of Saudi Vision 2030.

A Vibrant Society

Living Healthy, Being Healthy

Our initiatives emphasize our alignment with the Kingdom's vision of a healthy and balanced lifestyle that improves the quality of human life. Examples include the walking challenge, our blood donation programs, and our medical health check programs, which are part of our health promotion services.

Achieving Environmental Sustainability

In alignment with the Kingdom's cultural and religious responsibility to be stewards of the natural environment and resources, our production process and products have been improving to ensure minimal input of virgin resources and waste output, combined with the integration of more sustainable substitutes.

Caring for Our Families

Our parental leave policies improve the quality of life for the average nuclear family. They entitle both male and female parents to leaves necessary to support their infants.

A Thriving Economy

Learning for Working

Our initiatives and programs align well with the Kingdom's vision of ensuring that the young men and women of our proud Nation have the necessary skill set and knowledge to excel in their career development.

Boosting Our Small Businesses and Productive Families

Our contribution to the Kingdom's economic development cannot be overshadowed by our imports, as around 80% of our resources have been procured from local suppliers. In addition, the 65% IKTVA score we achieved highlights our contribution to local projects within the Kingdom.

An Ambitious Nation

Embracing Transparency

Through our established Code of Conduct and the publication of this report, we aim to create a culture free of corruption that is aligned with best practices.

Engaging Everyone

Through a multifaceted approach, we engage a plethora of different stakeholders. Internally, we engage our employees to ensure proper training programs and initiatives are implemented for appropriate career development. We engage with our community through school visits and social challenges to promote best practices. We also collaborate with industry partners and different entities for further development.



Our Golden Circle

WHY

To contribute to preserving the wealth of the Nation and its people.

HOW

By designing our products and deploying our resources in an intelligent way to provide peace of mind to all stakeholders.

WHAT

We provide trusted, sustainable, and durable concrete solutions.

Our Sustainability Report

The report, a beacon of transparency, narrates our sustainability initiatives and progress during the fiscal years of 2022 and 2023. It showcases our existing commitments and outlook under the environmental, social, and governance pillars. The report is drafted with reference to the GRI Standards, aligning with best practice reporting features in transparency and standardization.

This report presents our sustainability approach, initiatives, and achievements over the years 2022 and 2023. It also shows the sustainable practices that are integrated into our operations and our contributions to the communities we serve. We are providing our stakeholders with a transparent and honest sustainability performance, highlighting how we manage resources responsibly, minimize environmental impacts, and support social development.

The information presented in this report has been collected and validated through our internal systems and processes. We have engaged with various stakeholders to provide relevant content that addresses the most significant aspects of our sustainability performance. This report covers all operations across the Kingdom of Saudi Arabia (KSA) from January 1, 2022, to December 31, 2023.

For any queries or feedback regarding this report, please contact us at: corp.comms@saudireadymix.com.sa



Our Products & Services

Continuous development is embedded into our corporate philosophy, and this is reflected by the inauguration of our Research & Development Center in 2015, aimed at expanding our product range, transitioning our operations using technology, and seeking sustainable solutions for our operations.

As we believe in community collaboration, we cooperate with local universities for research and collective knowledge. This reinforces our commitment to innovation and provides the best quality product that exceeds industry standards and surpasses client expectations.

To highlight our quality and compliance standards, we engage with independent testing agencies to validate our adherence to regulatory requirements and provide comparative assessments of our testing accuracy. To hallmark our transparency and confidence in our products, we offer our clients the results from our testing agencies, upon request.

The tailored products and services offered to our clients seemingly meet their various construction needs and applications across the Kingdom. Our product range includes standardized mixes and custom formulations to meet special project requirements.



On-site Plants

We provide a tailor-made solution for long-term, high-volume projects through our on-site concrete plants. Our portable concrete plant installed on-site helps streamline operations and improve efficiency. This approach saves time and money while providing on-demand, high-quality concrete production that meets project specifications.

Quarries

Vertical integration of the supply chain is vital for imposing and maintaining strict quality control guidelines across all operations. Saudi Readymix believes in continual improvement and growth, and one way of achieving sustainable growth is through backward integration. Our grinding mill fulfills our batch plants' requirements for high-quality Supplementary Cementitious Materials (SCMs), which are included in different concrete mix designs to enhance their properties. Additionally, the mill allows us to provide our valued customers with special concrete mixes and other premium products.

Ready-mixed Concrete

Our ready-mixed concrete product includes types of blends and technologies, such as regular structural concrete, blinding concrete, high-strength concrete, self-compacting concrete, high-performance concrete, micro-silica concrete, fly-ash concrete, screed concrete, lightweight concrete, and heavyweight concrete. Our long-term plan includes establishing regional bases in the Kingdom's five major regions - Eastern, Central, Western, Northern, and Southern - with commercial operations in all major cities.

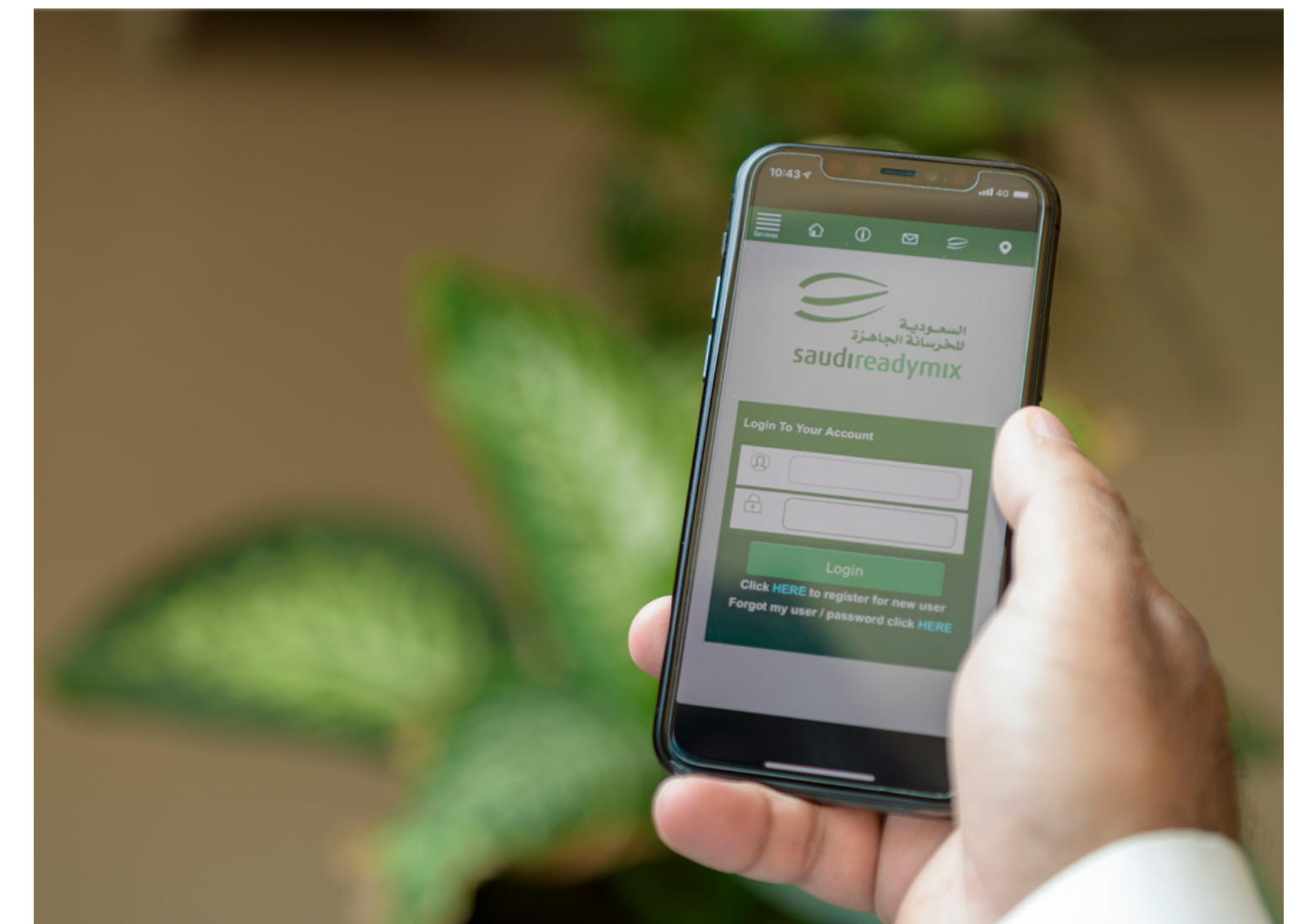
Masonry Units and Interlock Pavers

We specialize in producing high-quality concrete masonry units with two block factories in Jeddah and Jubail. These factories are fully staffed and have laboratories equipped for conducting quality control tests. These interlock pavers can be used in a wide variety of applications and are available in a range of colors to match different preferences. Additionally, we supply curb stones for roads and sidewalks, as well as curb stones for traffic islands. We can customize the colors and textures of decorative walls and blocks to meet individual preferences and requirements.



Our Equipment & Capabilities

We provide concrete support throughout projects within the Kingdom using advanced technology and infrastructure. As of 2023, Saudi Readymix operates over 32 commercial and on-site factories with 96 digitalized stationary and mobile batching plants. Our production capacity can reach up to 180 cubic meters per hour, ensuring efficient and timely delivery of our products to their respective sites nationwide. Our fleet comprises a diverse range of equipment for concrete production.



Our Mobile App Service

We provide our clients the Saudi Readymix App aimed at enhancing operational efficiency for contractors and marketers alike. It aggregates key information and services to our clients and streamlines the ordering process. This platform offers details on a wide range of products available, user-friendly features that allow simplified booking options, real-time delivery tracking and status updates, and straightforward invoice and financial management features. The app digitizes our service offering and helps reduce paper waste.



Equipment Capacity

Truck mixers

Drum capacities between 10 m³ to 12 m³

Mobile Concrete Pumps

Featuring boom sizes from 42 to 58 meters

Placing booms

Lengths ranging from 28 to 36 meters

Stationary pumps

Pumping concrete up to heights of 700 meters

Aggregate washing plant units

Capacities ranging from 30 m³/h to 100 m³/h

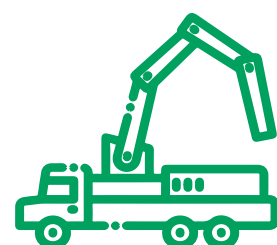
Pick-up Trucks, Ice Plants, Chiller Plants

Capacity exceeding 9,000 tons and production rates ranging from 110 to 200 tons



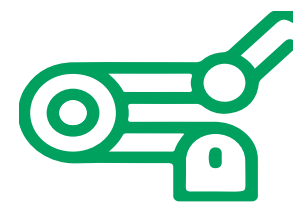
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Truck Mixers



153

Mobile Concrete Pumps



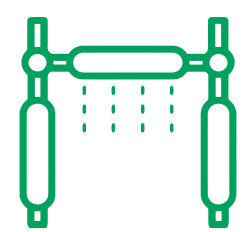
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Placing Booms



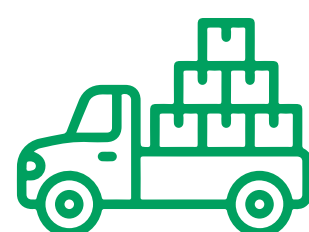
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Stationary Pumps



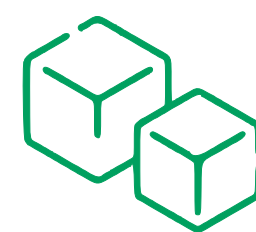
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Aggregate Washing Plants



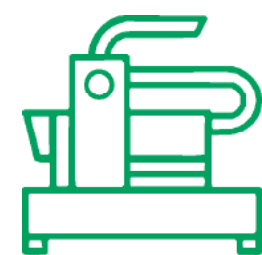
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Pick-up Trucks



46

Ice Plants



57

Chiller Plants

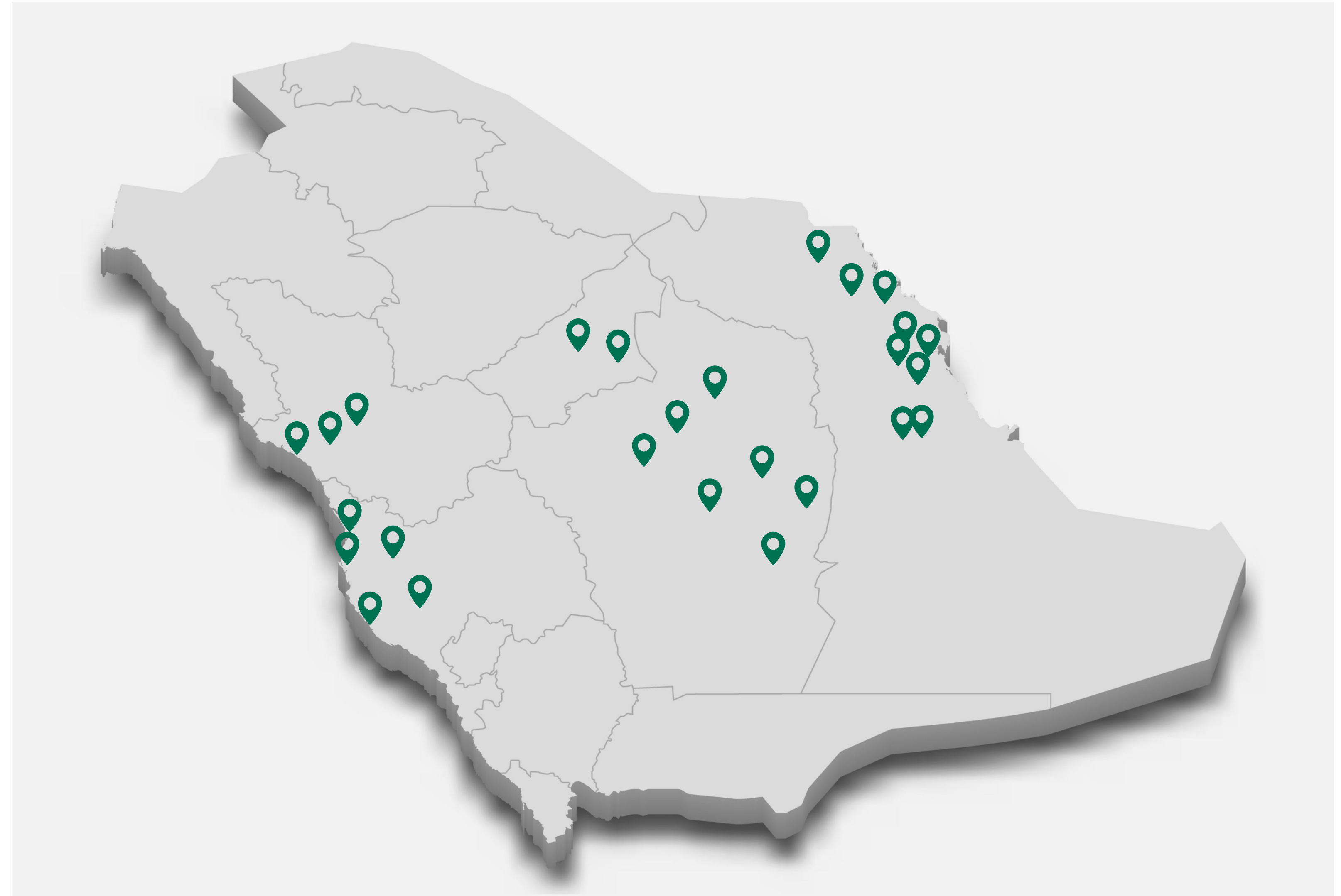
Overview of Our Operations

We have plants strategically located across the Kingdom, providing efficient distribution and timely delivery of concrete nationwide.

Our plants are equipped with the latest facilities and undergo rigorous quality control measures to guarantee consistency and reliability in our products. Our comprehensive fleet of machinery and transit vehicles ensures adherence to our client's project schedules and key requirements.

In alignment with our sustainability journey, we have implemented several initiatives and are establishing a comprehensive ESG strategy that aims at actively promoting eco-friendly practices across our facilities. We are committed to reducing our adverse impacts by ensuring that environmental management best practices are being implemented.

By directing our focus on innovation, customer satisfaction, and sustainability, we continue to play a pivotal role in the development of the construction sector within the Kingdom, striving for operational excellence and environmental responsibility in all operational functions.



Our Sustainability Approach

Commitment to Sustainability
Sustainability Strategy
Materiality Assessment Process
Stakeholder Engagement

Commitment to Sustainability

An ESG strategy will be developed in 2024 which encompasses effective sustainability targets for the next five-year period. This strategy underscores our commitment to sustainable and responsible business practices. We are working on our sustainability initiatives to align with industry standards and stakeholder expectations.



Leadership in Environmental Stewardship
Continuously seeking ways to reduce our environmental footprint and enhance operational efficiency through sustainable practices.



Empowering Our Human Resources
Fostering a diverse and inclusive workplace that prioritizes employee well-being and professional growth.
















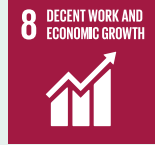




Robust Governance
Integrating best practice governance tools to promote ethical and sustainable practices throughout our operations ensuring accountability, transparency and alignment with ESG goals.



Stakeholder Engagement
Ensure transparent communication and engagement with our stakeholders to uphold accountability and promote sustainable business practices.

Sustainability Strategy

We have undertaken several sustainability initiatives that are aligned with different UN SDGs. More information in the table below.

Pillar	Strategic Objectives	Material Topic	UN SDGs	Initiatives
Leadership in Environmental Stewardship 	<ul style="list-style-type: none"> ❖ Enhance the energy efficiency of our operations. ❖ Establish water recycling systems at our sites to minimize water consumption. ❖ Define and measure our air emissions from operations and manage the non-point sources of emissions to commit to combating climate change through establishing monitoring mechanisms to minimize our emissions. ❖ Maintain and expand our EPD certifications. ❖ Allocate resources to the research and development in new sustainable production technologies and processes. 	Sustainable Materials		<ul style="list-style-type: none"> ❖ Conduct research & development on sustainable materials ❖ Conduct environmental impact assessment studies ❖ Publication of our sustainability report ❖ Undertake recycling activities in key facilities ❖ Aggregate recycling initiatives ❖ Collect key environmental data ❖ Established waste management plan
		Air Emission Management	 	
		Managing Climate Risk		
		Managing Energy and Greenhouse Gas (GHG) Emissions	 	
		Water Management		
		Biodiversity & Conservation	 	
		Waste Management		
Empowering Our Human Resources 	<ul style="list-style-type: none"> ❖ Allocate resources for growth and development of employees. ❖ Advance the local human resources representation in the concrete sector. ❖ Promote diversity and inclusion in our operations to offer a healthy and vibrant work environment. ❖ Promote health, wellness and safety programs. ❖ Achieve high rate of employee satisfaction. 	Employee Development and Leadership		<ul style="list-style-type: none"> ❖ Award for "Mowaamah" certificate as a hallmark for inclusive hire. For more details, refer to the DE&I section. ❖ Implement policies and practices that promote inclusivity ❖ Technical skills training and leadership development programs under competence awareness and training ❖ Talent reviews and succession planning for strategic, critical, and scarce roles ❖ Compliance with ISO 45001:2018 occupational health and safety management system ❖ Provide programs to promote Saudization ❖ Conduct first aid & CPR workshop
		Saudization		
		Diversity and Inclusion	 	
		Occupational Health, Safety and Wellbeing		
		Talent Attraction and Retention		

Pillar

Robust Governance



Strategic Objectives

- ❖ Establish and maintain a diverse and accountable ESG Committee with clearly defined roles and responsibilities.
- ❖ Ensure long-term priorities are achieved through appropriate ESG risk monitoring and management.
- ❖ Maintain the highest standards of ethics and integrity to uphold human rights throughout all business practices.
- ❖ Ensure compliance with applicable laws and environmental standards and best practices.

Material Topic

- Risk Management
- Ethical Labor/Employee Practices
- Human Rights across Internal Operations and Supply Chain
- Governance, Ethics, and Integrity
- Business Continuity
- Economic Performance
- Digital Solutions and Innovation / Data Governance

UN SDGs



Initiatives

- ❖ Implementation of Disaster Recovery
- ❖ Plan to minimize recovery time
- ❖ Established a comprehensive EMS that addresses key environmental risks & solutions
- ❖ Promote our Saudi Readymix App to streamline operations
- ❖ Compliance with ISO 9001:2015 quality management system
- ❖ Disclose and update our EPDs
- ❖ Implement the Supplier Code of Conduct
- ❖ 80% local supplier rate
- ❖ Award of certification from Saudi Standards Metrology & Quality Organization (SASO) for our ready-mix concrete, reflecting high quality and compliance
- ❖ IKTVA score of 65%
- ❖ Local Content score of 46.35%
- ❖ Educational visits for students to our R&D Center
- ❖ Company exhibition for university students
- ❖ Blood donation campaigns
- ❖ World Children’s Day initiative
- ❖ Noor Al Islam & Mawahiba students field trip visit

Stakeholder Engagement



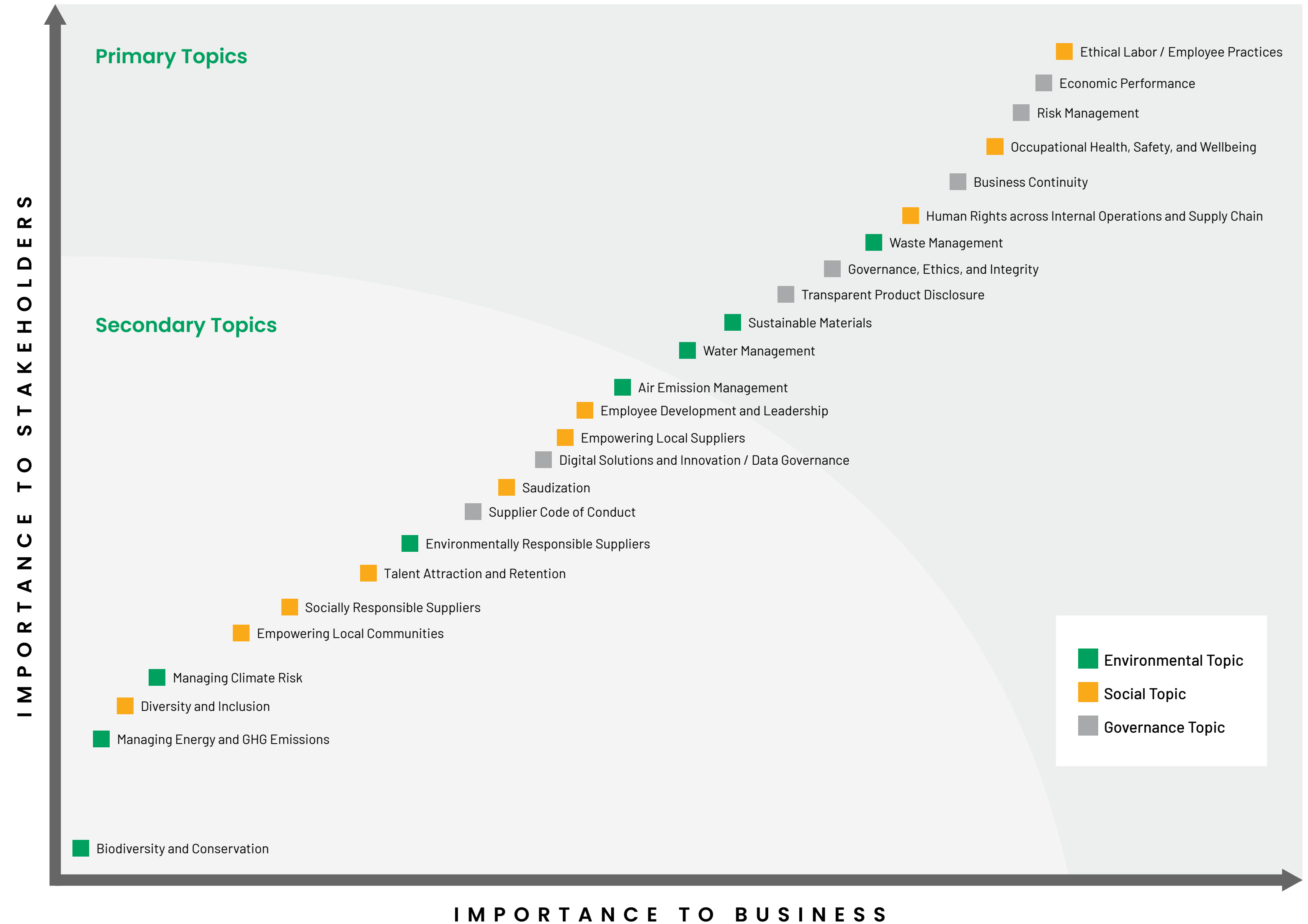
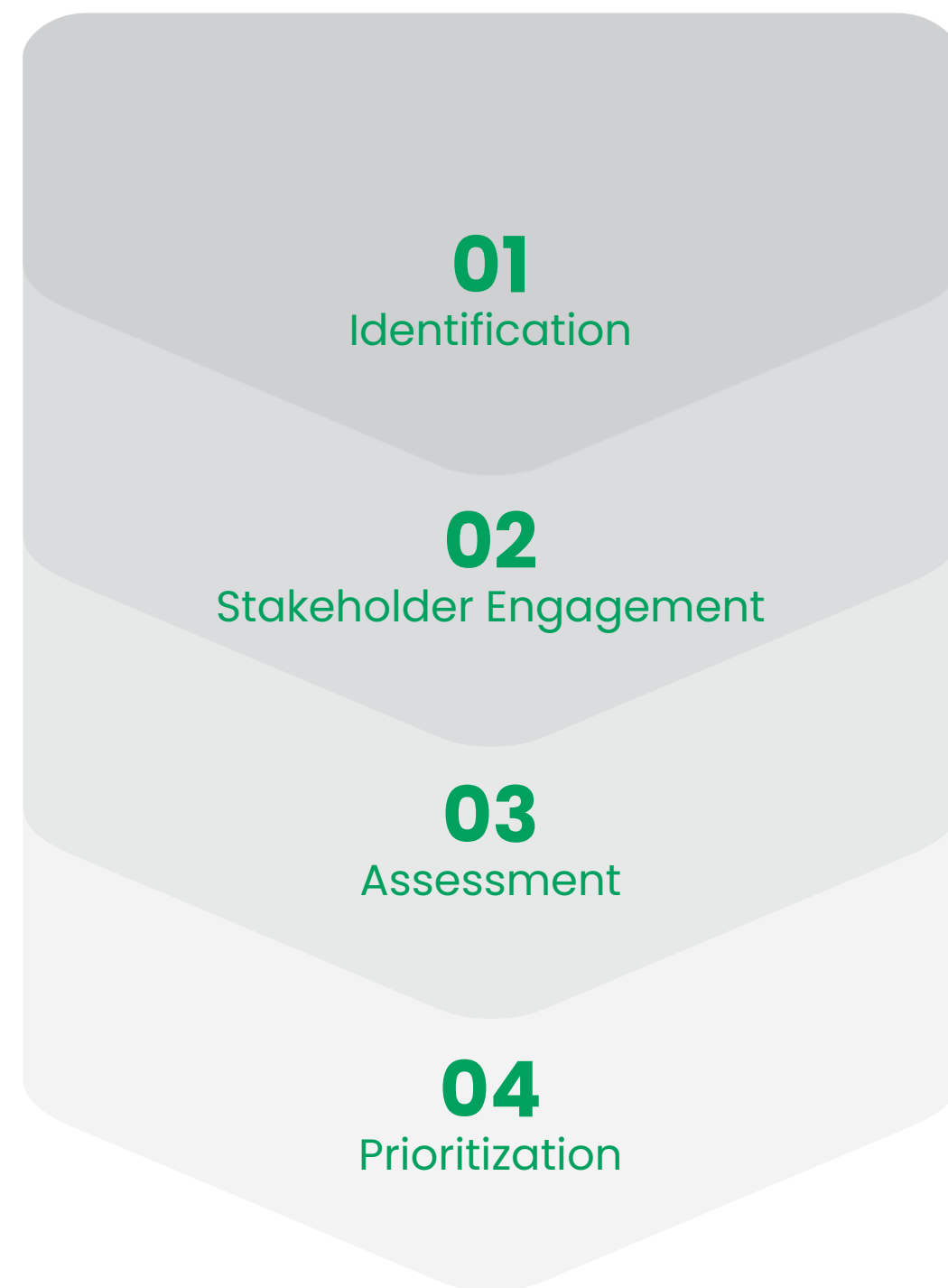
- ❖ Payback to our local communities through initiatives and partnerships.
- ❖ Ensure transparency, accountability, and up-to-date communication on our sustainability performance.
- ❖ Establish evaluation and monitoring measures to ensure that our suppliers are socially and environmentally responsible.

- Transparent Product Disclosure
- Socially Responsible Suppliers
- Environmentally Responsible Suppliers
- Supplier Code of Conduct
- Empowering Local Suppliers
- Empowering Local Communities

Materiality Assessment Process

To ensure our ESG initiatives are focused and impactful for both stakeholders and business growth, we have conducted a materiality assessment. The assessment focuses on stakeholder engagement and benchmarking against best practices.

A survey was circulated to our internal stakeholders in both English and Arabic with the highest response rate received from Production and Environment Health and Safety departments. The analysis highlighted a strong commitment to ESG, with 92% of respondents noting an increasing dedication by Saudi Readymix toward adopting ESG principles.



Stakeholder Engagement

A multi-faceted approach to stakeholder engagement was employed, combining desktop research, internal surveys, and stakeholder interviews to gather comprehensive feedback and insights on prioritizing the shortlisted ESG topics. An online survey was developed and administered to gauge the importance of each of the 25 material topics from the perspective of our internal stakeholders and their perception of the company's current performance in addressing these topics. This participation ensures that the materiality assessment captures a comprehensive view of ESG priorities across the organization's operations.

To complement the survey findings and gain deeper qualitative insights, interviews were conducted with carefully selected representative groups of internal and external stakeholders. These interviews provided a platform for open-ended discussions on ESG priorities, challenges, and opportunities, allowing for the capture of nuanced perspectives and contextualization of the survey results. Throughout the engagement process, we organize meetings and educational sessions, support stakeholders, and ensure a clear understanding of the materiality assessment objectives and methodology. The valuable outcomes of this stakeholder engagement will serve as a foundation for our sustainability strategy and reporting in the coming years.

STAKEHOLDER GROUPS



Customers

Saudi Readymix ensures to create a seamless experience to all its customers, utilizing Internet-of-Things (IoT) and other innovative solutions.



Employees

We guarantee inclusive and safe working environments for our Saudi Readymix family.



Government

We align with legislation highlighted by the Kingdom of Saudi Arabia.



Society

We maintain proper engagement with our local communities through our initiatives and forums.



Suppliers

We regularly communicate with our suppliers to ensure ethical and sustainable practices.

Corporate Governance

Board Composition and Diversity

Board's Roles and Responsibilities Regarding Sustainability

Policies

Risk Management and Internal Audit

Board Composition and Diversity

Our board oversees the company's strategic direction and corporate governance. The composition of the board includes experienced professionals from various sectors relevant to the company's operations, such as construction, finance, and manufacturing.

Board Composition

The six members of the board are fully equipped with the knowledge and expertise necessary to perform their roles effectively. Each member has a clear understanding of their responsibilities, and the actions required to successfully achieve the board's goals. Board members are well-versed in governance best practices, strategic planning, and decision-making.

Rami Khalid Alturki

Chairman of the Board

Alturki began his career in New York City at Arthur Andersen, where he worked with the management consulting group for three years after obtaining a Bachelor's degree in Economics from Williams College, Williamstown, Massachusetts, in the United States in 1995.

After moving back home in 2000, Rami moved across companies within Alturki Group, building knowledge and experience along the way, until being appointed as President & Chief Executive Officer of Khalid Ali Alturki & Sons Holding Co. (Alturki Holding), and serves as Chairman of the boards of its subsidiary companies operating in diverse sectors including construction, infrastructure, industrial services and energy, security technologies, and transportation services. Additionally, he holds different positions on the boards of Alturki's joint ventures, including Chairman of the board for Velosi Saudi Arabia and Chairman of Element Saudi Arabia, Managing Director of Nesma & Partners, alongside his role as Chairman of the Executive Committee of the Board of Directors.

Alturki is an active figure in various fields of investment. During his career, he founded Alturki Industrial Investments and Alturki Ventures to support the group's diversification into industrial and advanced technological investments. He also established Adeem, for real estate development and management.

During his career, Rami served as President of Saudi Readymix Concrete Co, where he successfully guided the company to solidify its position as the undisputed industry leader, continuing the legacy of his father, Mr. Khaled Ali Alturki. In 2019, he was appointed Chairman of the Board of Saudi Readymix Concrete Co, further driving its strategic growth and long-term vision.

Outside the group, Alturki is active on many committees and councils in the Kingdom of Saudi Arabia. He represents the private sector as a member of the board of the Saudi Authority for Industrial Cities and Technology Zones (MODON), an independent member of the board of the King Fahad Causeway Authority on the Saudi side, a member of the board of the Industrial Advisory Council,



College of Design and Built Environment at King Fahd University of Petroleum and Minerals (KFUPM), and a member of the board of the US-Saudi Arabian Business Council. Additionally, he was previously a member of the Saudi Standards, Metrology and Quality Organization (SASO).

Alturki is passionate about giving back to his community and actively supports many leading non-profit organizations. He is a member of the Advisory Board of Dhahran Ahliyya Schools, a non-profit school founded by his family and dedicated to delivering the highest quality education as well as making a positive contribution to the sector across the Arab world. He is also a founder and Chairman of Shabab Mujtamie, a social entrepreneurship enterprise dedicated to improving the productivity of Saudi youth by training and developing youth workers. Additionally, he is a founding member and board member of the Ta'allum Association, which supports education and serves on the board of the Prince Sultan bin Abdulaziz Fund for Women's Development. His involvement in the educational sector extends to founding the Saudi Office of Education for Employment, which is an international non-governmental, non-profit organization aiming to promote sustainable development for Arab youth.

He is a founding member and board member of Endeavor Saudi Arabia, a non-profit organization that supports high-impact entrepreneurs. His commitment to youth development extends to sports, where he has been appointed as a board member of Al-Qadsiah Club. Expanding his activities to the health sector, he serves on the board of the Disabled Association in the Eastern Province and is the founding Chairman of the Society of Craniofacial & Cleft Patients.

His commitment to community service also extends to Athath Cooperative Association, where he is a founding member. Additionally, he has previously served as a member of the Saudi Food Bank.

Board of Directors



Martin Mellish
Board Member

Martin Mellish has served as founding director and now chairman of Aspen Advisory Services Ltd., a private investment office, since 1994. Mr. Mellish serves as a non-executive director of Alturki Holding (chair, Audit Committee, member Remuneration Committee), NuCana Ltd (NASDAQ:NCNA; member, Audit Committee), Pearl Diver Credit Company, Inc (NYSE: PDCC; chair, Audit and Qualified Legal Compliance Committee; member, Governance and Nominating Committee), Spectral AI Inc. (NASDAQ:MDAI; chair, Remuneration Committee, member, Audit Committee), Levitronix Technologies Inc. (chair, Audit Committee, member Remuneration Committee) and Kensington Green (Management) Limited (chair, Estates Environment & Security Committee). Pro-bono he is a member of the International Advisory Council of the Massachusetts General Hospital. From 1984 to 1992 he was Financial Controller and Chief Financial Officer of Alturki Holding. Mr. Mellish trained at Price Waterhouse and was registered as a Certified Public Accountant (Mass.) in 1983. He holds an M.Sc. in Health Care Delivery Science from the schools of medicine and business at Dartmouth College, an SM (Management) from the Massachusetts Institute of Technology, and an M.Sc. (Accounting) from Northeastern University.



Bader Alshathry
Board Member

Bader Alshathry is the Vice President and Chief Digital Transformation Officer at Al Turki Holding. He joined the Group in 2011 as General Manager for the Central Region, became Vice President & Chief Business Development Officer in 2014, and has over two decades of experience in Al Turki Holding. He serves as a valuable board member of Saudi Readymix. His career started at JAZIRA Solar Factory as Deputy General Manager, followed by a role as General Manager at Nawat Inspection and Calibration. Alshathry holds a Bachelor of Science in Electrical Engineering from King Saud University.



Asim Almalik
Board Member

Asim Almalik is the Vice President and Chief Legal Officer for Al Turki Holding, joining the Group in 2022. He has corporate and commercial legal, litigation, and project financing experience. Previously, Asim was the acting general counsel at Qiddiya Investment Company, part of the Public Investment Fund. He has held various legal positions in Saudi Arabia and the United States. Asim holds a Master of Laws in Comparative Law from California Western School of Law, a Bachelor of Laws in Islamic Law from Al-Imam Muhammad ibn Saud Islamic University, a Mini MBA certificate from the London School of Business & Finance, and a Certificate in Project Finance Agreement from Euromoney Learning Solutions.



Jason Mistry
Board Member

Jason Mistry became Vice President and Chief Financial Officer of Al Turki Holding in March 2023. Prior to joining Al Turki, he held senior finance positions at Brookfield Asset Management, Jupiter Asset Management, and Experian, starting his career at Pricewaterhouse Coopers. As CFO, Mistry handles strategic planning, risk management, treasury, investment, and acquisitions, reporting financial matters to the board and serving as a voting member of the Executive Committee. He holds a B.Sc. in Mathematics with Computer Science (First Class Honors) from Durham University, an M.Sc. in Operational Research (Distinction) from The University of Edinburgh, and an MBA (Distinction) from London Business School. He is a Chartered Accountant and Fellow of the ICAEW.



Peter Hoddinott
Board Member

Peter began his career in Southern Africa's gold mines, later joining Blue Circle Industries in 1988. At Blue Circle, he managed UK cement plants and became CEO in the Philippines in 1999, overseeing the integration with Lafarge. He held regional presidencies for Lafarge in Latin America, Western Europe, and Morocco, and was Executive Vice President – Energy & Strategic Sourcing. In 2013, he joined the Lafarge Group Executive Committee as Executive Vice President – Performance and served as President of Cembureau. Post-Lafarge, Peter developed greenfield plasterboard factories in France and now advises construction materials companies on decarbonization. He is an Overseas Cement Industry Adviser to the Korea Cement Association and an independent director for cement/concrete enterprises in Myanmar, the UAE, Libya, and Saudi Arabia. Peter is also a chartered British Mining Engineer with an MBA.

Management Team



Mohammed Abu Zaid
Managing Director

Mr. Abu Zaid, who joined Saudi Readymix in 1984 as a mechanical engineer, has been our operations director since 2019. He holds over 40 years of board corporate experience in different functions, including operations, supply chain maintenance, financial planning, risk management and business development. He holds degrees in mechanical engineering from Newcastle University and an MBA from King Fahd University, and has conducted seminars and courses on various topics, including concrete technologies and financial analysis.



Hatem Jabr
Operations & Commercial Director

Mr. Hatem joined Saudi Readymix in June 2000 as a Sales Engineer in Dammam, later becoming Factory Manager in Hofuf and Jubail in 2002 and 2004, respectively. He was promoted to Regional Sales Manager for the Eastern region in 2007 and Regional Manager in 2013. Since 2019, he has served as the Operations & Commercial Director. Hatem has extensive experience in operations and sales and holds certifications from City & Guilds in Concrete Technicality, the Asian International Executive Program, the National Readymix Concrete Association, and a Bronze certificate from Sandler. He holds a bachelor's degree in civil engineering.



Chris Leptokaridis
Technical & Strategy Director

Chris carries more than 20 years of experience of hands-on experience in the cement and concrete sector, providing solutions for major projects and operation support in different countries. He has worked in projects in Europe, Egypt, Turkey and in the USA, managing large teams and working in different and complex projects. He leads product development teams, manages scientific research programs and contributes to concrete standards in Greece. He holds a Master of Science in Construction Management and Technology from the University of Dundee and a Bachelor of Science in Civil Engineering from the University of Sheffield.



Mohamed Kamel
Financial Director

Bringing 20 years of experience in different multinational and national companies, Mohamed Kamel joined us in 2015 under the pivotal role of Financial Director. Mohamed holds an MBA from Edinburgh Business School, Heriot-Watt University, UK, and certification as a management accountant from IMA, USA. In addition, he holds a Post Graduate Diploma in Modern Accounting from the American University in Cairo and a Bachelor of Science in Commerce from Cairo University.



Hani Keshta
Supply Chain & Maintenance Director

Hani started his career with the Al Turki Holding Group 30 years ago as a Mechanical Engineer with Inma Construction Material and Company. He later took on a variety of roles and responsibilities from different departments from 1995 up to 2008, until landing as our Supply Chain and Maintenance Director in 2011. Hani holds an Executive Master of Business Administration from the American University in Cairo and a Bachelor of Science in Mechanical Engineering in Zagzig University in Egypt. To complement his knowledge, he has conducted extensive training and seminars in maintenance, production, operations, finance, management, purchasing, and supply chain.



Mohammed Jabiti
IT Director

Mohamed joined us in 2012, bringing 18 years of experience in the IT field. His experience is seasoned with a plethora of Information and Technology & Automation projects within the ready-mix industry with prior experience in fleet tracking and management solutions. Mohamed holds a bachelor's degree in computer science from the University of Jordan.



Abdullah Al Saeed
Marketing, Corporate Communications & Sustainability Director

Abdullah started his journey at Saudi Readymix in 2006, joining as an Accountant, until he assumed the role of Regional Senior Accountant for the Eastern Region in 2010. Abdullah became a pivotal component in the company development and growth, holding key positions such as the Finance Systems Administrator and the Continuous Improvement Manager in 2011 and 2015 respectively. As a hallmark to his commitment to the company's growth, he ascended to the role of MARCOM & Sustainability Director. Abdullah holds a High Diploma in Financial Accounting from IPA and a Certificate of mini-MBA from LEAD Academy.

Management Team



Nasser Abbas AlOsaimi
Regional Manager – Eastern Region

Drives business performance and operational excellence in the Eastern Region, enhancing market presence and client relations.



Jawad Abu Salah
Regional Manager – Central Region

Drives business performance and operational excellence in the Central Region, enhancing market presence and client relations.



Ehab Shurafa
Regional Manager – Western Region

Drives business performance and operational excellence in the Western Region, enhancing market presence and client relations.



Khaldoon Slaiai
R&D Manager

Directs research and development strategies to enhance product innovation and maintain industry leadership.



Zakariya Albasha
HSE Manager

Ensures the highest standards of health, safety, and environmental practices, fostering a culture of safety and sustainability.



Haifa A. Al Hmoud
HR Manager

Leads HR initiatives to develop talent, strengthen employee engagement, and support organizational growth.



Mohammed S. Al Dolab
Admin & Government Relations Manager

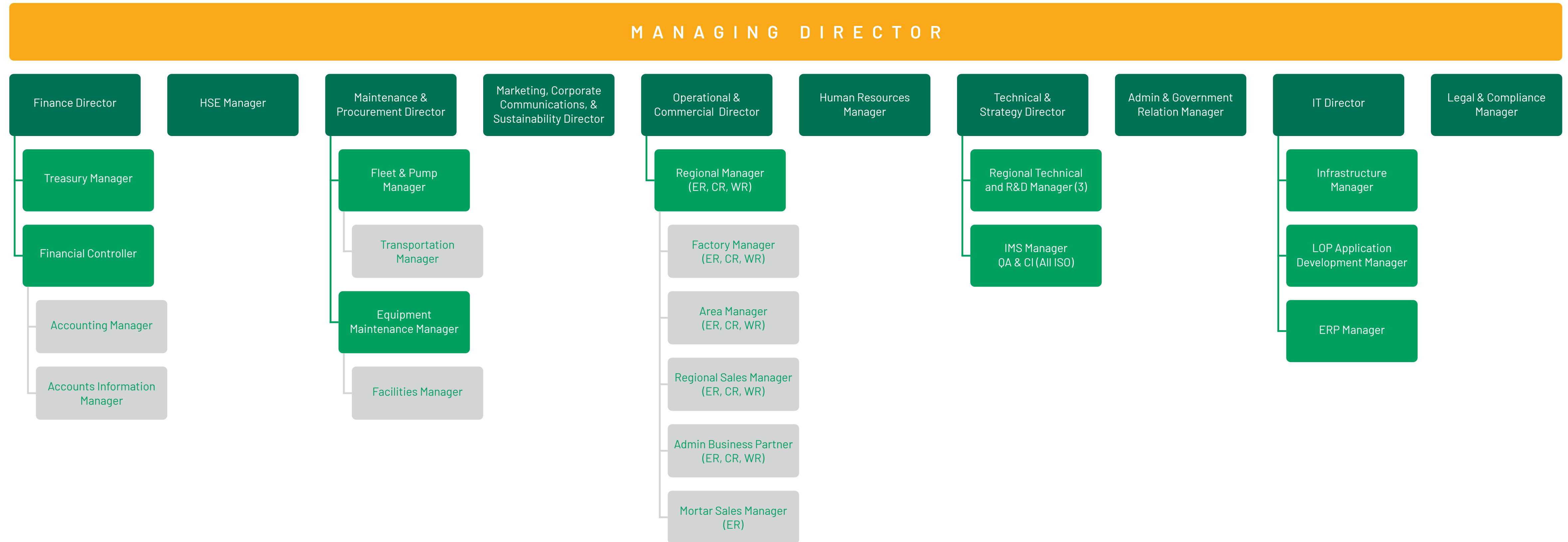
Oversees administrative functions and government relations, ensuring seamless compliance and operational efficiency.



Nasser Eid. AlQahtani
Legal & Compliance Manager,
Board Secretary

Advises on legal and compliance matters, upholding corporate governance and supporting executive decision-making.

Board's Roles and Responsibilities Regarding Sustainability



At Saudi Readymix, our board represents the highest governance body with regards to sustainability. As of this reporting period, there is no formalized committee or group within our organizational hierarchy that is committed to managing sustainability-related matters. However, we understand the importance of having an officiated committee that handles ESG matters and are in due process to establish this within our hierarchy. Currently, we are working on establishing a Research & Development Committee and an Audit Committee at a management level.

In terms of our management's experience and background, each member has been selected based on their qualification and positive feedback received from the board. With regards to matters involving sustainability, our pivotal member is our MARCOM & Sustainability Director who is involved shaping and executing the company's sustainability initiatives and is responsible for integrating sustainability considerations into the company's agenda.

Respective representatives are assigned responsibility in delegating and resolving ESG matters. Any required changes are circulated with upper management for approval, which are later shared with the board for final approval. As we instigate this sustainability journey, we aim to develop and reinforce our sustainability governance to ensure that clear and defined roles and responsibilities have been established with transparent accountability.

Policies

All policies and procedures showcased within this section align with those inaugurated by Al Turki Holding.

Code of Conduct

An essential aspect of any work environment is to create a space suitable for all employees to work in the utmost ethical manner. Our Code of Conduct applies to all employees within the organization and extends to anyone involved in business relationships with Saudi Readymix. It covers different aspects, such as business integrity, conflict of interest, bribery and corruption, use of company assets, information security, and corporate social responsibility. Our Ethics Committee, and the corresponding Ethics Officer are responsible for ensuring that all employees abide by our Code and promote ethics, honesty, and professionalism within the company.

Supplier Code of Conduct

We pride ourselves on our ethical work practice and the same is expected from our suppliers. Our Supplier Code of Conduct targets all our suppliers, rippling our values of ethics and professional business conduct in compliance with all laws and regulations across the value chain. Our Code stipulates supplier selection criteria which encompasses different aspects:

- ◆ Ethical Business Conduct
- ◆ Fair Competition
- ◆ Intellectual Property Preservation
- ◆ Anti-Fraud Measures
- ◆ Fair Labor Practices
- ◆ Health And Safety Measures

We expect our suppliers to have the same ethical values and environmental stewardship standards we share within Saudi Readymix.



Policies

Business Partners Code of Conduct

An important factor within Saudi Readymix is ensuring that all partners and business relationships follow the same values and ethics echoed throughout our organization. Our Business Partners Code of Conduct covers various aspects of ethical business practice, which include anti-corruption measures, business integrity, money laundering, fair competition, intellectual property rights and transparency. Our aim is to ensure all business relationships maintain common goals of integrity and business practice, not only within an operational level, but also in areas such as labor management and environmental management, as well as health and safety.

Conflict of Interest Policy

We commit to creating a business environment free of influence. All our employees are obligated to work in the best interest of Saudi Readymix and avoid being placed in situations of actual or apparent conflict of interest that may influence the employee's workflow. This policy encompasses all employees and covers personal, social, and financial interests that could influence the employee's dedication to Saudi Readymix. It is required by our employees to report incidents that may arise from a conflict of interest. Overall, we ensure that employees utilize their company time and resources for the company's projects and not for personal interests.

Bribery & Corruption Policy

Saudi Readymix has zero-tolerance toward corruption, including and any form of corruption that seeks to alter or influence the recipient's behavior, creating a skewed sense of judgement or aimed to by-pass any laws that are applicable. Our policy encompasses the interactions that may arise between our employees and government officials, our clients and other business partnerships. We encourage our employees to always reach out to our respective Human Resource Representative, or our Internal Audit Representative, in the event signs of corruption appear.

Whistleblowing Policy

We have established a safe and comprehensive mechanism aimed at allowing employees to report possible violations that are in against our Code of Conduct. All employees are encouraged to report defilements such as improper practices, illegal or unethical behavior, and conflicts of interest. Our policy guarantees confidentiality, protection against retaliation, and thorough investigation of reported concerns by our Ethics Committee, done within a timely manner through our Ethics Officer.

Fraud & Theft Policy

We encourage our employees to report incidents of fraud to our respective Head of Internal Audit. Incidents can encompass signing or altering official documents fraudulently, false identities, false documentation, misusing the budget funding, disclosing confidential information and destroying, misusing of records, fixtures and equipment. We will not tolerate any retaliation against those who raise concerns in good faith.



Corporate Social Responsibility Policy

Our focus on Corporate Social Responsibility (CSR) is a vital part of our mission to improve employee well-being and contribute to the development of our community. Our policy applies to all our employees and empowers them to foster a culture of CSR, develop new initiatives, participate in CSR activities, and share their skills and expertise in socially responsible projects. The primary objective of our CSR is to create and promote high-impact initiatives in human development and enhance the quality of life within our working environment and in our broader community.

Information Security Policy

Information and data security is a serious topic at Saudi Readymix, and any violations against our Information Security Policy are subject to legal and disciplinary action. All employees within Saudi Readymix are obligated to handle sensitive information appropriately and abstain from using such sensitive information without authorization. Before releasing sensitive information, all employees must refer to the Head of the Human Resources Department. We heavily stress the importance of having a controlled flow of information within the organization, handling sensitive data, and adhering to proper guidelines in managing sensitive information.

Protection of Company Assets and Resources Policy

We emphasize to all our employees the importance of protecting company assets and resources. All employees must ensure that all work, resources, and assets remain within company premises. Employees must protect all company possessions, safeguard intellectual property rights, and responsibly use IT resources and financial assets. Any misuse by employees or others must be reported to appropriate figureheads. Our goal is to ensure that the resources and assets available to support the work of our employees are utilized in the most ethical manner.

Risk Management and Internal Audit

We monitor risks inherent in our business operations. Given that the building and construction material industry constitutes the majority of our portfolio, we prioritize identifying and managing environmental risks and mitigating our environmental footprint. These risks vary based on the nature of our business and include water and energy management, waste management, material sourcing, and greenhouse gas (GHG) reduction. These risks can arise and compromise the integrity of our established systems, resulting in non-compliance with international guidelines.

To safeguard the function of established systems according to international standards and requirements, we conduct routine comprehensive internal audits to ensure that all our systems are performing as expected. This is particularly the case when assessing our Environmental Management System to guarantee it is following the ISO 14001:2015 standard and operating as effectively as possible.

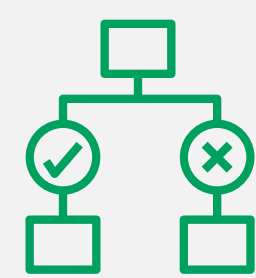
An internal audit program is established for each implemented system, which takes into account the significance of various departments and functions in the audit process, as well as the results of previous audits. Our internal audits are conducted at scheduled intervals by qualified auditors nominated from within the company who are independent of the workflow being currently audited. All audit processes are designed to guarantee the objectivity and impartiality of the audit procedures and outcomes. These audits are essential to our business functions as they provide insight into the functionality of established systems, policies, responsibilities, and practices that remain intact and effective in meeting the overall objectives. If non-compliance is detected or improvement opportunities are identified, appropriate actions are taken to ensure compliance and enhance the system. The overall outcome of the audits is archived and subjected to further review.



RISK MANAGEMENT PROCESS



**System
Audit Process**



**Non-compliance/
Opportunities
Identified**



**Implement
Required Actions**



**Gather
Outcome Data**



**Management
Review**

Environmental Performance

Climate Change Mitigation

Energy Consumption and Efficiency Measures

Our Fuel Consumption

Our Electricity Consumption

Greenhouse Gas Emissions and Reduction Strategies

Water Usage and Conservation Efforts

Raw Material Sourcing and Sustainability Practices

Waste Management and Recycling Initiatives

Climate Change Mitigation

At Saudi Readymix, we understand the challenges posed by climate change and the impact it has on our community, our business operations, and our natural environment. Being part of the construction industry, we recognize the impact we have not only by the provision of our products and services to our esteemed clients, but also by the production process itself.

It is without a doubt that our industry is one that is resource and energy intensive, generating emissions and other particulates. In our commitment toward a better environment, and in alignment with the Saudi Vision 2030's Vibrant Society Pillar, we work on improving our practices to reduce our environmental footprint and foster a healthier and more sustainable environment within the Kingdom of Saudi Arabia.



We aim to reduce electricity costs in our factories to less than SAR 1.7 per meter of production.

Energy Consumption and Efficiency Measures

Energy is a critical component within our operations, such that any adverse impact from the mismanagement of energy can result in serious economic and environmental impacts. Our energy consumption activities encompass our petrol fuel consumption for our vehicles, and diesel fuel consumption for our vehicles, off-road machinery and generators, as well as our purchased electricity from Saudi Electricity Company.

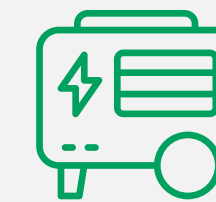
We responsibly manage our consumption across our value chain and ensure that we optimally use our resources. We have conducted thorough reviews of our diesel fuel consumption, through the use of a flowmeter and level indicator to monitor our diesel fuel inventory. We have also set targets for our factories to reduce our electricity costs by less than SAR 1.7 per meter of production. To achieve this, we utilized several strategies to ensure efficient savings were achieved.

We also utilize state-of-the-art technology, including a Fleet Tracking System that provides automated metrics and analytics for our customers and drivers. This system enhances operational efficiency by enabling real-time monitoring of assets, allowing proactive scheduling and immediate response to challenges as they arise. Drivers benefit from this technology by making informed decisions and adjusting plans dynamically to optimize delivery schedules. At this stage of the reporting period, we are still at our infancy. Data collection and reporting systems have some limitations, particularly in quantifying the exact reductions achieved through our initiatives. However, we take this initial step to continuously improve processes, aiming to maintain proper transparency and ensure a more comprehensive data set in future reporting cycles.

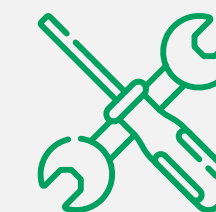
KEY STRATEGIES



Proper management of our fuel consumption through synchronized generator operation hours



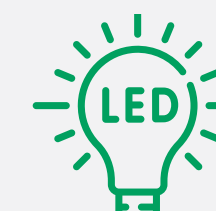
Utilizing generators optimally on loads with less reliance on light loads



Conducting routine maintenance of equipment and vehicles to ensure efficiency



Upgrading equipment and facility assets to more energy efficient and environmentally friendly options



Utilizing high efficiency air conditioners and LED lighting on facilities and employee accommodations

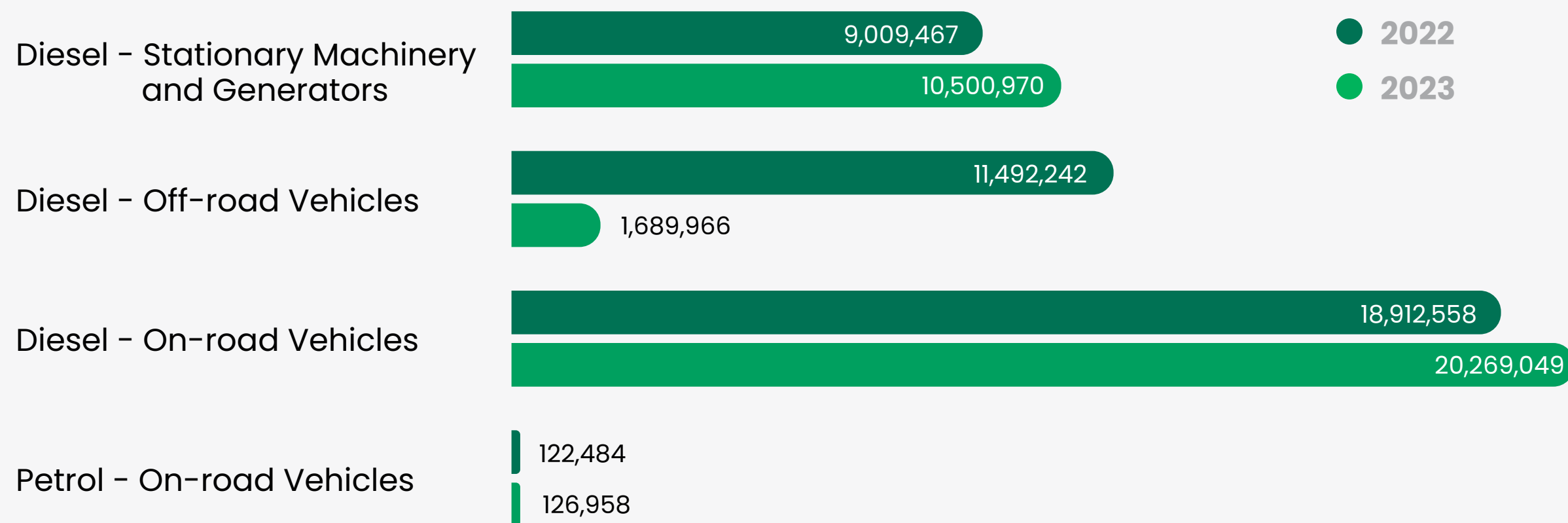
Our Fuel Consumption

We are aware of the impact of fossil fuel consumption and its implications for our climate and natural environment. Over the last two years, we have monitored our fuel consumption for vehicles and equipment used within our head office and facilities. Regarding on-road vehicles, these encompass passenger vehicles used for employee commute for business purposes, and bus transportation to commute our on-site employees to and from the operation site and their accommodation. In addition, it encompasses mixer trucks, mobile concrete pumps, pick-up trucks, and tractor heads. These vehicles are used within our operations. Mixer trucks and mobile concrete pumps transport and deliver the ready-mix concrete batch to sites and pump the concrete at different elevations. Our pick-up trucks and tractor heads transport and deliver small to larger hauls of materials and equipment to our operational sites.

Our off-road vehicles include bulk-crane trucks, forklifts, and loaders that move and transport materials within our operational sites. Additionally, we utilize generators to supplement energy to our facilities that exceed the grid threshold, and we use stationery pumps for the centralized transfer of concrete on-site. Our generators also account for the provision of electricity to multiple assets, which include batch plants, ice plants, cement silos, chiller plants, compressors, dust collectors, air compressors, and weighbridges. While our fuel consumption has increased from 2022 to 2023, this does not divert us from our commitment to improve our performance in line with our sustainability initiatives. We commit to seek solutions that reduce fuel consumption within our operations through solutions available within the current market and technological advancements.



Total Fuel Consumption (liters)





Our Electricity Consumption

Regarding the 8% increase in our electricity consumption compared to 2022, it is noted that this is driven by the expansion of our facilities and the increase in demand for our products. Certain facilities have restricted access to the national grid, and others have a threshold limit to the amount of electricity consumed. As we instigate this sustainability journey, we aim to address our electricity consumption and seek methodologies to mitigate and optimize consumption in alignment with our sustainability goals and the Saudi Green Initiative.

The assets covered within our data collection focus on the electricity consumption in offices and facilities. It encompasses the entire 12-month period of 2022 and 2023, derived from our invoices received from the Saudi Electricity Company. Specific facilities are supported by on-site diesel generators in the event our operations exceed the threshold limit set by the national grid. We aim to alleviate our electricity consumption through different strategies and solutions to reduce reliance on generators and minimize our carbon footprint.

Total Electricity Consumption (kWh)



Greenhouse Gas Emissions and Reduction Strategies

Our operations, and our industry overall, are a major contributor to greenhouse gas (GHG) emissions and have a major impact on climate change. We recognize that with our business growth comes the undesired increase of total emissions. As such, we are committed to establishing a fair and impactful GHG emissions baseline to be used as the starting point of our carbon management efforts that are centric to our underdevelopment ESG strategy.



Water Usage and Conservation Efforts

Water is a fundamental component and essential for the survival of all living organisms. At Saudi Readymix, we understand the value of water, not only for the health and quality of living of our employees, but also for the quality of our outputs from our production process.

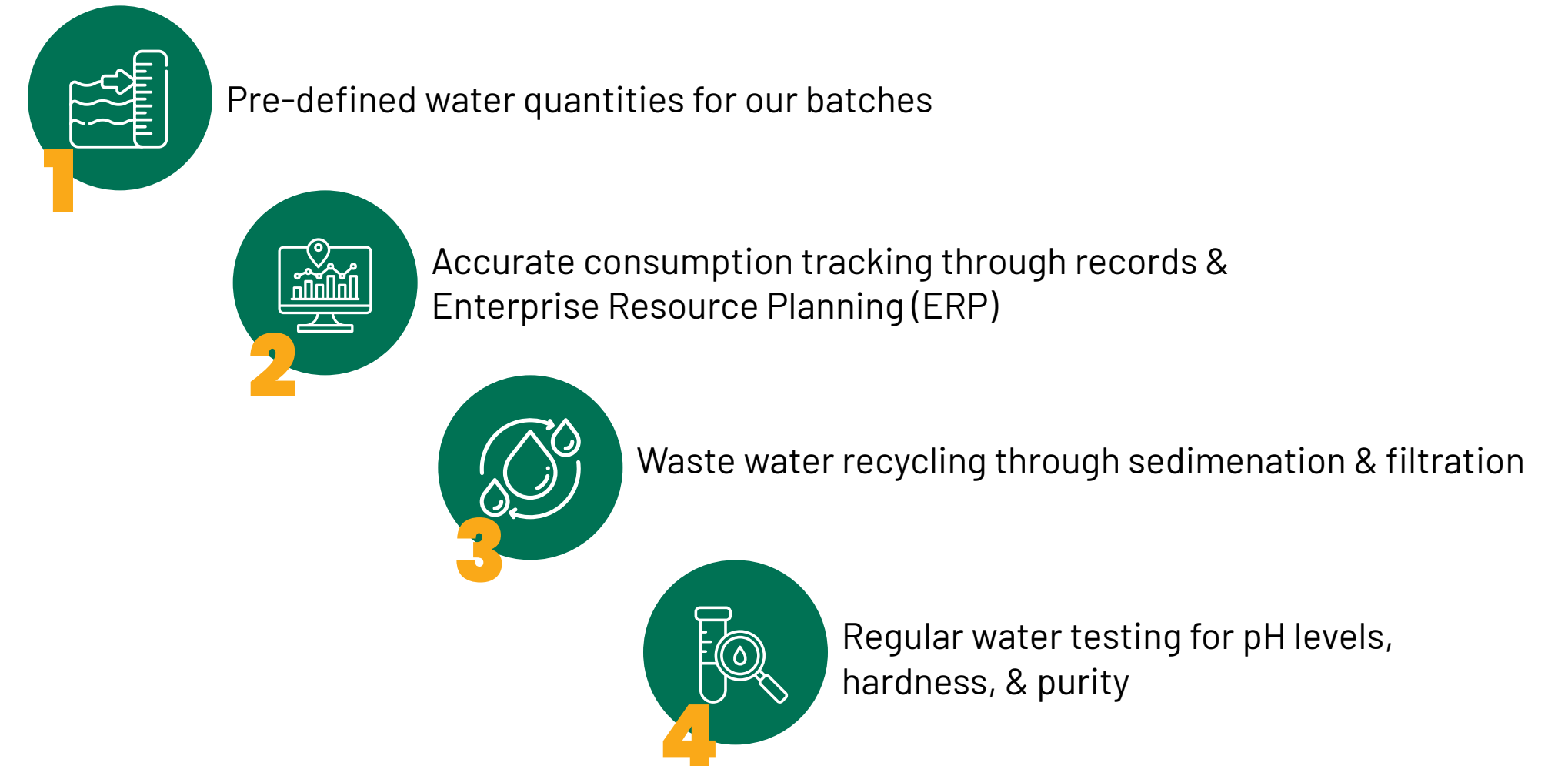
Our production process heavily relies on water, which is essential for:

- ◆ Meeting the desired concrete properties per client requirements and specifications
- ◆ Ensuring that equipment is free from impurities that may impact the final product

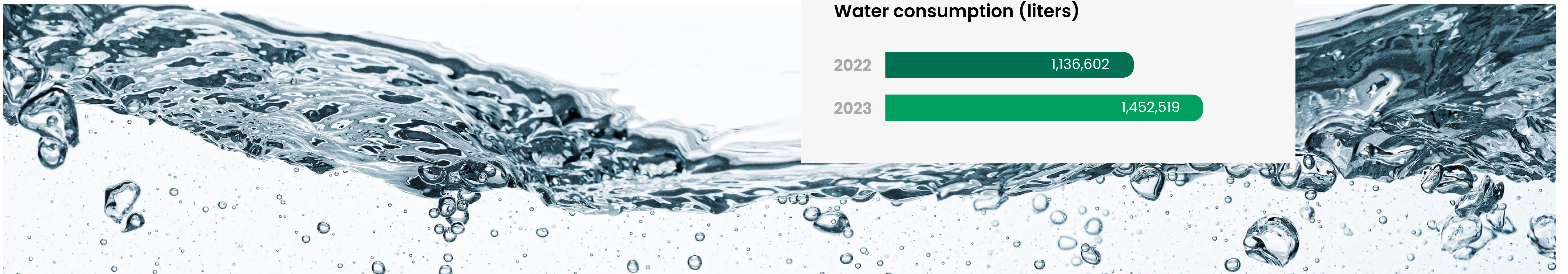
Our water supply varies based on our operation's location. While some facilities and offices are supplied by the National Water Company (NWC), others receive their water through verified third-party suppliers. The annual increase from 2022 to 2023 reflects a 28% increase, due to expansion in production. We are committed to improving our efficiency through innovative solutions for water efficiency, increased wastewater recycling, and continuous improvement in our data collection. While we have not established quantitative targets for this reporting cycle, we aim to provide specific water reduction targets and showcase our stewardship of sustainable water practices within our organization.

We have implemented different approaches within our operations to ensure an optimized use of water.

Key Approaches:



Water consumption (liters)



Raw Material Sourcing and Sustainability Practices

We ensure that our operations align with the most ethical practices that support and contribute positively to our local economy. In 2023, we warranted that most of our resources have been procured locally, such that more than 80% of our supplier base are local suppliers within the Kingdom of Saudi Arabia.

This significant proportion of local suppliers strengthens our supply chain resilience. It contributes to the local economy in Saudi Arabia by promoting the creation of jobs and fostering growth within our community. From this, we align ourselves with Saudi Vision 2030's Thriving Economy Pillar in boosting small businesses within the Kingdom.

We guarantee that our inputs to the ready-mix batches are pre-calculated and optimized during the production process. The inputs include the conglomerate of aggregates, sand, cement and a collection of other key materials utilized that emphasize the quality of our products. As a subset of our sustainability initiatives, we utilize Supplementary Cementitious Materials (SCMs) to enhance the durability of our final concrete solutions, while minimizing our carbon footprint.

SCMs Utilized in the Production Process:



Fly Ash
A by-product of coal combustion in power plants



Ground Granulated Blast Furnace Slag (GGBFS)
A by-product of the steel industry with superior durability and low heat of hydration



Silica Fume
A by-product of silicon production in electric arc furnaces



Natural Pozzolan
Special materials that attain cementitious properties when reacting with water

Our efforts to integrate such materials into our production process is showcased with an increase of 75% compared to 2022. It also important to note that with regards to GGBFS, we have earned ourselves the label as the only producer in the Kingdom. Our state-of-the-art capacity tube mill produces White Cement, Type II Cement and GGBFS. This allows us to accommodate our client project requirements across Saudi Arabia.



Recycled Materials in the Production Process

In addition to the utilization of SCMs and collaborating with local suppliers, we have also integrated recycled materials into our production process. This significant step toward sustainability involves the use of recycled aggregate in our concrete mixes. In alignment with boosting the local economy and maintaining the natural environment, we are committed to increasing our collaboration with local suppliers and further incorporating recycled and alternative materials to reduce our reliance on virgin resources.

Supplier Data



Material Recycling Data

Material	Units Recycled (Tonnes)		%Change
	2022	2023	
Cement	2,195,787	1,207,451	-45%
Aggregate	1,304,746	3,875,671	197%
Sand	950,088	3,163,363	233%
Micro Silica	10,165	35,312	247%
Fly Ash	25,234	137,771	446%
Natural Pozzolan	352	844	140%
Regen Ground Granulated Blast Furnace Slag (GGBS)	8,204	68,810	739%

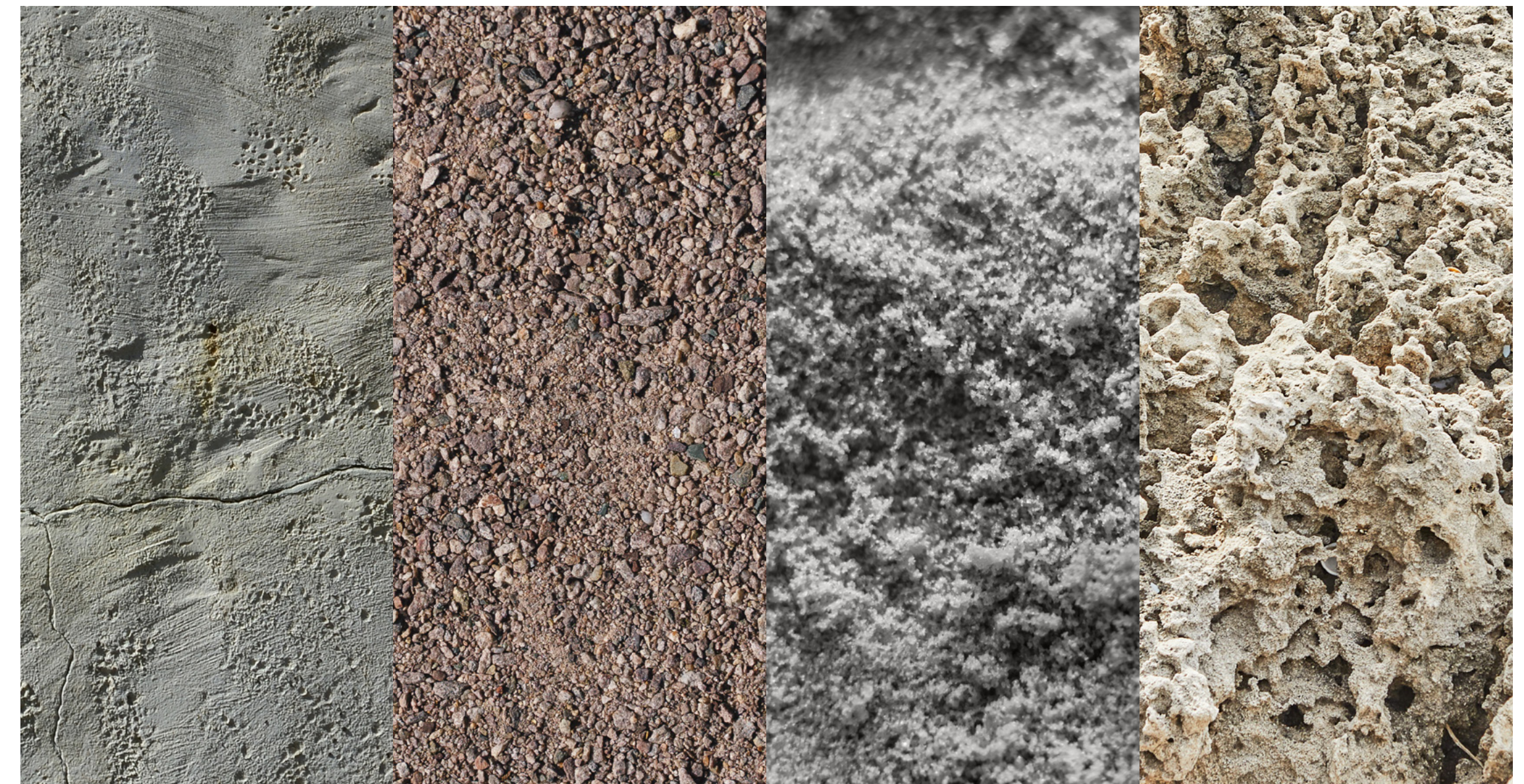
Natural Pozzolans as a Local Source

Natural pozzolans are siliceous and aluminous materials that are finely divided under standard conditions. When reacted with water and chemically reacted with calcium hydroxide, they attain cementitious properties, making them suitable additives to improve and enhance the concrete properties. This material of volcanic origin is essential in providing a high-quality material while minimizing the emissions generated.

We use locally sourced natural pozzolans. By reducing the emissions associated with international sourcing and transportation, we align with our sustainability initiatives and the objectives of Saudi Vision 2030. This approach not only supports our natural environment but also local businesses, making it a win-win strategy.

Benefits of Natural Pozzolans:

- ◆ **Resource suitability in production:** Natural Pozzolans are beneficial for all forms of concrete production and suitable for terrestrial and marine environments. They also resist sulfate and chloride, which showcases their durability and adaptability to different environments.
- ◆ **Environmentally conscious resource:** As the material provides suitable cementitious properties, it can be used as an environmentally friendly additive. This results in fewer emissions generated to the natural environment, mitigating our impact on climate change.
- ◆ **Final quality product:** Once present, the Natural Pozzolans increase the concrete's ultimate strength gain, improve the heat of hydration, and enhance the final product's overall performance.



Waste Management and Recycling Initiatives

We preserve our natural environment through responsible waste management practices. We focus our efforts on minimizing the amount of waste generated throughout our operations and integrate recycling activities in our practices to reduce and reuse waste optimally.

Our Waste Streams



NON-HAZARDOUS

General waste from daily office routines (e.g. paper, plastic, organic waste)

Rejected concrete that did not meet quality standards or **dumped concrete** resulting from a construction surplus

Steel or aluminum waste from maintenance activities



HAZARDOUS

Used oils or lubricants from maintenance activities

Old batteries from maintenance activities

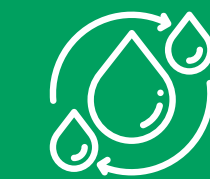
During our operations, primary waste streams include rejected concrete, dumped concrete, and hazardous materials such as oil, lubricants, and batteries. Our annual average waste generation has increased by 22.7% from 2022 due to an increase in production capacity and equipment upgrades. To address the increase in waste, we have implemented several waste management activities.

Our Waste Management



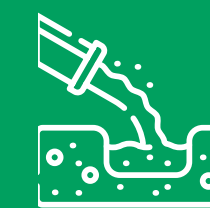
In-House Waste Segregation

Waste is collected, segregated and placed in specialized and designated locations ensuring proper segregation of waste.



Wastewater Management

We have developed an efficient system that optimizes water use and utilizes admixtures to minimize water usage. This system includes a sedimentation and filtration system that allows us to re-use and recycle wastewater, ensuring maximum efficiency.



Concrete Waste Management

Our rejected or dumped concrete is placed in specialized locations, collected periodically by government-approved third-party service providers, and disposed of in approved landfills.



Hazardous Waste Management

Used oils and batteries are designated in specific containers and locations approved by the Occupational Health and Safety (OHS) team away from heat sources. They are collected by specialized disposal companies that treat waste responsibly.



Frequent Data Collection

We must maintain daily and monthly waste generation logs based on the waste weights generated.



Our overall goal within our operations is to minimize the waste in our concrete production process. We aim to improve our waste management practices and increase recycling rates in the coming years. Specifically, we have implemented recycling initiatives within our operations. Such initiatives have been implemented in the RM29 Azyzia plant. We also provide regular sessions to our staff on the proper waste and resource use within our facilities, complemented by toolbox talks to ensure an all-inclusive approach is done.

Material	2022	2023	%Change
Rejected Concrete (m ³)	5,082	8,940	76%
Dumped Concrete (m ³)	3,952	5,561	41%
Oil / Lubricants (tonnes)	612,490	653,242	7%
Batteries (tonnes)	1,107	1,038	-6%

Our Environmental Management System

About Our EMS

EMS Governance

Roles and Responsibilities

Leadership and Commitment

Environmental Policy

Internal Audit of the EMS

Emergency Preparedness

About Our EMS

As part of our environmental stewardship, we have established a comprehensive Environmental Management System (EMS) that complies with ISO 14001:2005. This system allows us to address environmental incidents utilizing an optimized strategy to address the incidents and learn from these happenings from the data obtained from the activity as part of our development and growth.

Our EMS tackles key environmental areas. We established specialized procedures and protocols aimed at addressing and alleviating any impact our business functions may have on our community and natural environment. When evaluating and identifying the environmental aspects, we ensure that our system takes into consideration different conditions to better address impacts.



KEY ENVIRONMENTAL AREAS ADDRESSED



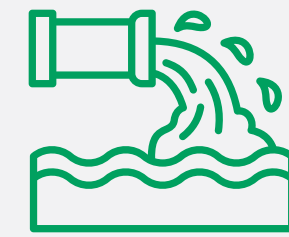
Air Pollution



Waste Management



Land Degradation



Effluent Release

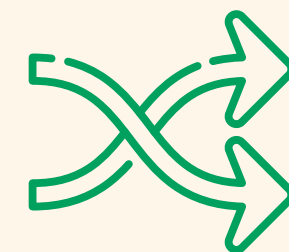


Raw Material Usage

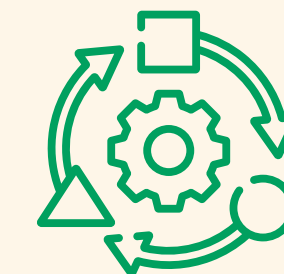


Noise, Visual, & Odor Pollution

KEY FEATURES OF OUR EMS



Versatile to New Challenges



Responsive to Change



Continuously Improving

EMS Scope

The scope of our EMS addresses many of our facilities within Saudi Arabia, providing a systematic framework to manage our environmental impact across all our core functions and operations. Specifically, our EMS encompasses all activities conducted to manufacture and supply our ready-mix concrete products across 13 of our facilities.



RM01 Jubail Industrial City

RM08 Riyadh Sulay

RM12 Rabigh

RM16 Madinah

RM22 Al Khomra Jeddah

RM29 Aziziya Khobar

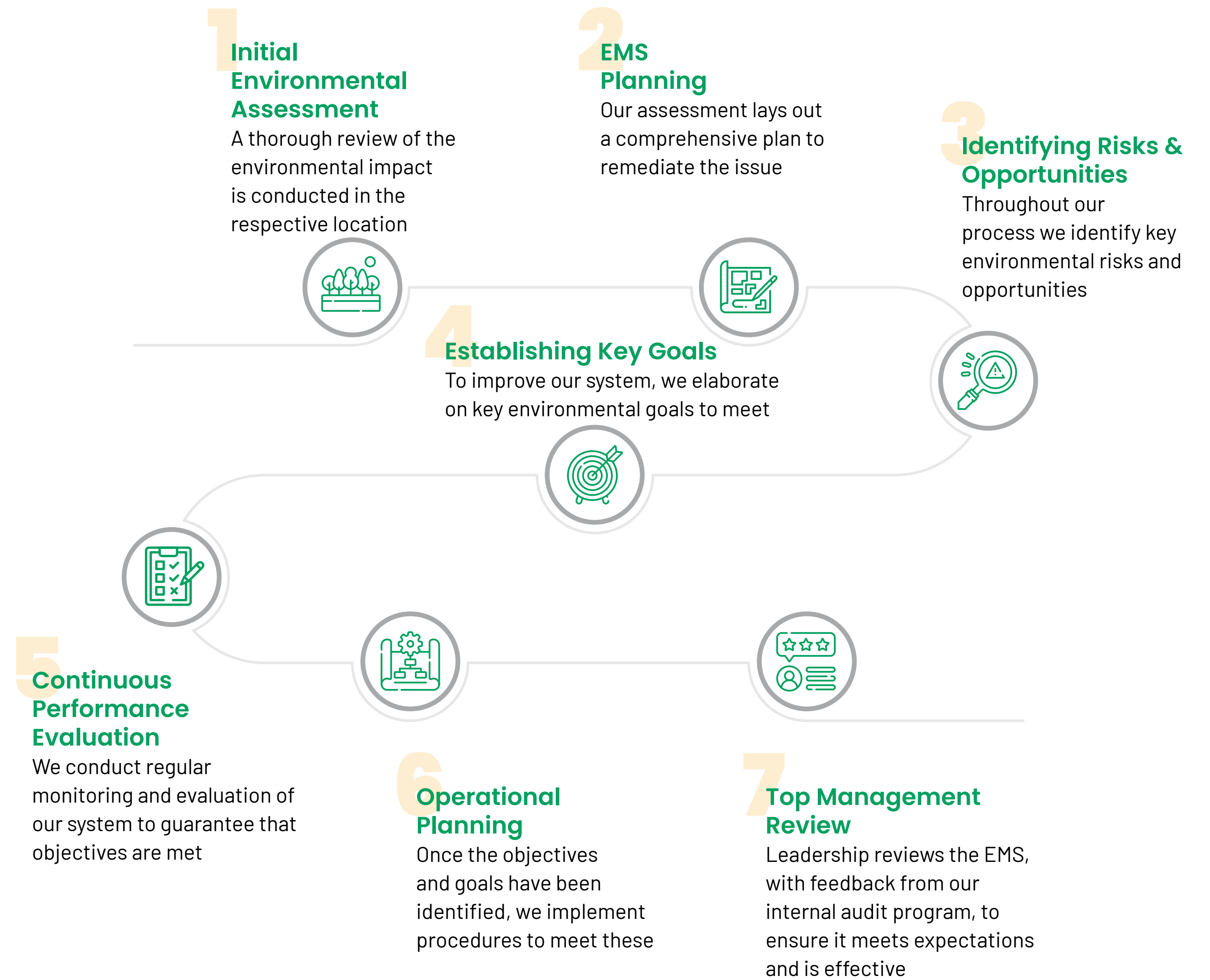
RM32 Yanbu Industrial City

RM35 Al Kharj

RM46 Al Qassim

RM67 Makkah Maghra

RM99 Neom



EMS Governance

Our EMS has an established governance framework addressing the effectiveness and overall compliance of the system with ISO 14001:2015 for the purpose of improving the process flow. Our proactive approach ensures a clear leadership structure is present and that applicable policies and procedures are in place to address environmental aspects that may have an adverse impact on our business functions and operations. Throughout this process, we guarantee that our EMS and our environmental performance are achieving the necessary goals that reinforce our commitment to sustainability.

Roles & Responsibilities

The EMS structure dictates roles and responsibilities within our organization, which assures a cohesive and practical approach to environmental management. Our top management takes the lead with regards to the strategic direction and overall decision-making on resource allocation and EMS implementation for specific activities or functions. The top management ensures that the system complies with international standards and maintains its integrity when changes are integrated.

Our IMS Manager represents the point of contact regarding the management and handling of the EMS, overseeing the day-to-day functionality of the EMS and reporting the system's performance on a routine basis to top management. Responsible members of certain business functions and processes report back to the IMS Manager to ensure that specific functions are performing as expected. However, it's our employees who play a fundamental role in the system. Their awareness of the functionality of the EMS, the adverse environmental impacts associated with their individual business function, and their contribution in ensuring the maximum effectiveness of the system overall, make them an integral part of our EMS. All employees receive training and communication to ensure we are providing them with the best knowledge and awareness of the EMS and how to address environmental-related incidents.



Leadership & Commitment

Our management team demonstrates a proactive leadership role by taking full accountability for the EMS's success, functionality, and adaptability to current, modified, or future business functions and operations. They ensure that our systems are clearly communicated across our organization and that goals and objectives in alignment with our Environmental Policy are met in the most efficient manner possible. They allocate the respective workforce and resources necessary to support the implementation of the EMS and for further enhancement opportunities that may arise. Our top management actively demonstrates their leadership as applicable to their areas of responsibility to ensure the operation and continuous improvement of our EMS.



Internal Audit of the EMS

Our comprehensive audit process addresses all aspects of the EMS flow, including documentation, operational control, monitoring and continuous improvement, and overall management. The audit encompasses previous audit activities, changes in operations and regulations, and the contribution of different departments toward key environmental requirements. The audits conducted aim to ensure that the EMS operates as expected and complies with the requirements stated in ISO 14001:2015. They identify areas that require further improvement, activities that can be paralleled to best practices, and any non-conformity areas that need corrective action attention. All audits are conducted through a nominee within the organization independent of the business function being audited. The findings are documented and presented to relevant top management members as part of their review.



Environmental Policy

Our Policy, approved by our Managing Director, has been crafted to serve as a cornerstone of the EMS. We are committed to minimizing and preventing pollution from our operations, promoting resource conservation through technology, reuse, and recycling options, while ensuring the protection of our employees and community. Through regular review and corrective measures, we ensure continuous improvement of our environmental performance and promote environmental awareness among our personnel. Our approach includes setting dynamic environmental objectives through dedicated management programs and maintaining transparent communication by sharing our Environmental Policy with employees, stakeholders, and the public, all while integrating environmental considerations into our business strategies and decision-making processes.



Emergency Preparedness

We understand the importance of ensuring our functions are well-prepared to address any environmental incidents that may arise. Measures and active procedures have been put in place to address environmental emergencies that may occur. This can be through reviews that have been initiated to understand the nature of the emergency and the development of action plans to overcome the emergency. These action plans have been tested and vetted to ensure their effectiveness, and reflect our commitment to continuous improvement and resilience in the face of any impactful incident.

Our Environmental Initiatives

Equipment Maintenance and Sustainability

Our Green Factory

Environmental Impact Assessments

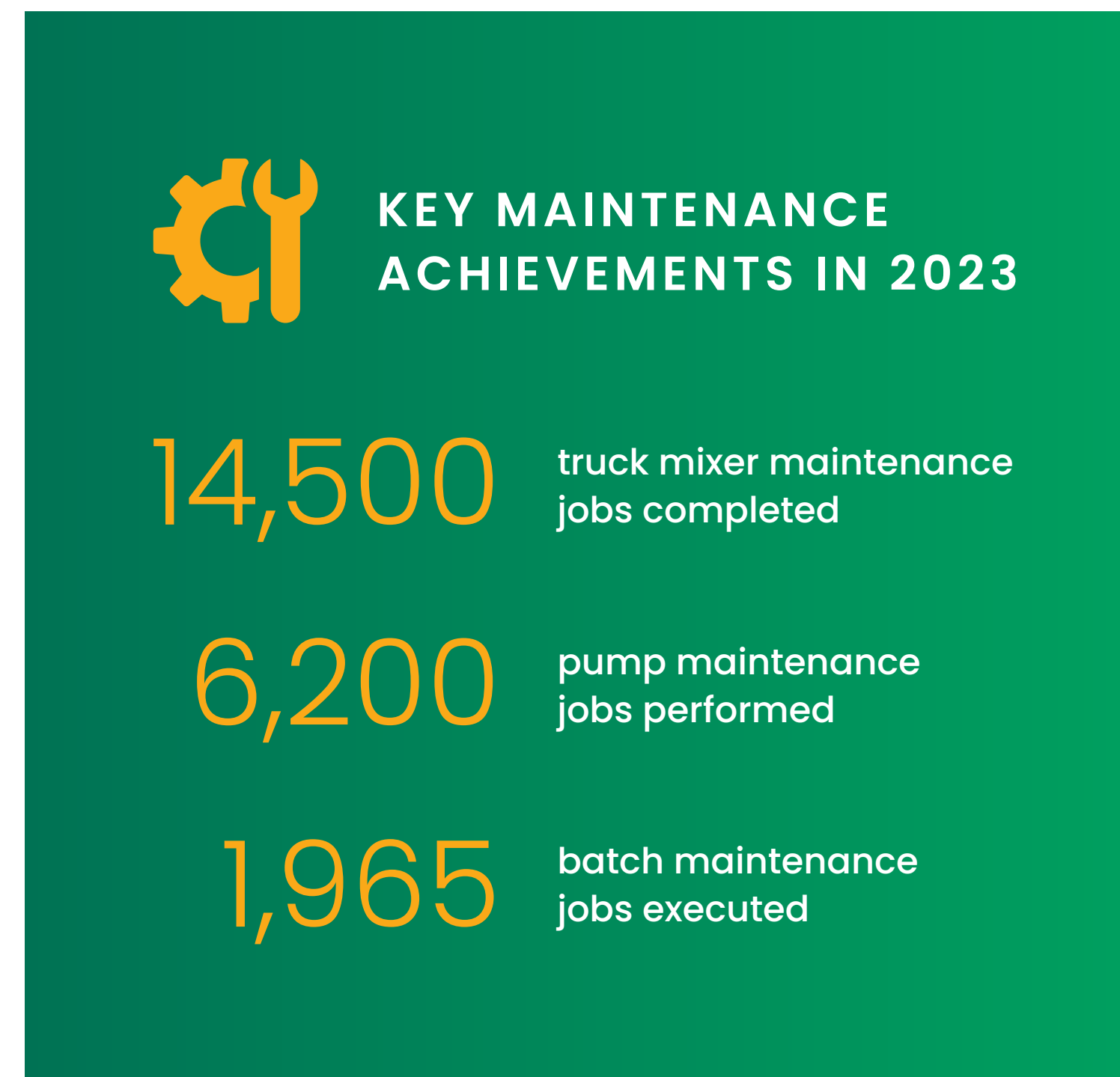
Introduction and Scope of Work

Emissions, Particulates, and Noise Assessment

Outcome

Equipment Maintenance and Sustainability

Our Central Workshop, one of the largest in the Kingdom of Saudi Arabia, is home to over 300 skilled Saudi technicians, each showcasing their extensive experience and expertise in their respective fields. This emphasis on local talent underscores our dedication to the Kingdom's economic sustainability.



Significant benefits of our Maintenance Program:

- ◆ **Enhanced operational efficiency:** By completing over 33,000 maintenance procedures, we have ensured that our assets are operating at peak capacity. These regular maintenance activities also extend the lifespan of our equipment.
- ◆ **Reduced environmental impact:** Regular maintenance of our fleet ensures optimal operation, improved efficiency, and enhanced fuel consumption. This results in fewer emissions generated.
- ◆ **Cost effectiveness:** We conduct our maintenance in-house, resulting in more cost savings as we reduce outsourcing of these maintenance services. Spare parts are accessible in the warehouse, reducing repair times and associated costs.
- ◆ **Innovation and versatility:** Our workshops stay current with the latest trends, ensuring that the most contemporary solutions and technologies are adopted.
- ◆ **Specialized expertise:** With dedicated sections for engines, gearboxes, pumps, and welding, we ensure specialized care for each type of equipment.



Our Green Factory

Being the leading supplier of ready-mix concrete comes with an expectation of excellence from our stakeholders, and we ensure that expectations are met, especially within the realm of environmental protection and employee safety.

To reinforce our commitment to sustainability, we inaugurated our first Green Factory, which was established in Khobar, Saudi Arabia. The factory has been meticulously designed with the highest environmental protection standards and with attention to employee well-being. The factory complies with the rules and regulations established by the Saudi Presidency of Meteorology and Environmental Protection, as well as the guidelines set forth by the Occupational Safety and Health Administration (OSHA) and the U.S. Environmental Protection Agency (USEPA). The equipment in this factory is accredited by the General Authority of Meteorology and Environmental Protection (GAMEP).



KEY FEATURES



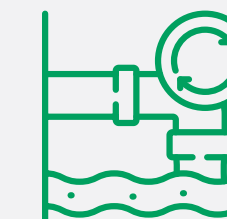
State-of-the-art Dust Absorption System

Our system ensures that airborne dust and objects have been reduced and recycled during concrete mixing process and raw material storage.



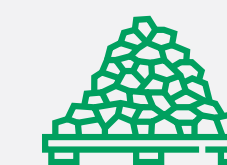
Noise-cancelling Roof

This installation showcases our commitment to a comfortable working environment for our employees, ensuring their well-being.



Enhanced Industrial Wastewater Treatment System

Our comprehensive system has been vetted and proven compliant with the wastewater limits highlighted in the Saudi Presidency of Meteorology and Environmental Protection.



Raw Materials and Refractory Concrete Treatment System

Our treatment system ensures proper recycling of raw materials to gravel, which is later used in the mixing process.

Through these innovations, we uphold our commitment to being responsible stewards of the natural environment, while also prioritizing the safety, health, and well-being of our employees.

Environmental Impact Assessments

Introduction and Scope of Work

Environmental Impact Assessments (EIAs) are essential for evaluating the potential negative environmental effects of an activity, both under normal operating conditions and in the event of emergencies. The assessment provides us with the direction to proceed with certain remediation activities prior the occurrence of the impact. Throughout the past three years, we have conducted impact assessments to adhere to the environmental regulations and comply with international regulations. This also aids in creating a suitable working environment for our employees.

The scope covered in these assessments encompassed the measurement of gaseous emissions, the measurement of inhalable particulates (PM2.5 & PM10) and the measurement of the vibrational noise levels that may reduce the quality of work within facilities. Our

service provider, the Support Establishment for Environmental Services (SEES), utilized state-of-the art equipment and technology to ensure an accurate outcome and transparent data results. Within each facility, the tests were conducted on specific locations using guidelines and specifications set forth by local environmental regulation, the USEPA and OSHA.

Emissions, Particulates, and Noise Assessment

The assessment addressed many parameters, including gas emissions, particulate matter, and noise levels. The primary gases monitored were Carbon Dioxide (CO₂), Carbon Monoxide (CO), Nitrogen Oxides (NO_x), Ozone (O₃), Hydrogen Sulfide (H₂S), Sulfur Dioxide (SO₂), and Volatile Organic Compounds (VOCs). PM2.5 and PM10 were measured for inhalable particulates. In terms of noise levels, the threshold for measuring the required levels is derived from the guidelines on

occupational health standards. The methodology applied to assess these aspects involved measuring critical locations within the facility using Nondispersive Infrared (NDIR) sensors to determine emissions and inhalable particulates, the use of high-volume samplers to measure the PM10 particulate matters, and the use of sound level meters to measure the noise levels. The locations for measurements were selected based on emission sources, prevailing wind directions, and proximity to sensitive receptors.

Outcome

Throughout the time frame of 2021 to 2023, we have shown compliance with local environmental regulations and with OSHA. In events of non-compliance, we have demonstrated our proactiveness to ensure that we have contributed to maintaining a healthy working environment with minimum adverse impact to our local community and ecosystem.

Aspect	Adverse Impact
Dust emissions	Air pollution
Excessive noise	Reduced quality of life and wellbeing
Wastewater generation	Degradation and contamination of soil and bodies of water
Municipal solid waste generation	
Spills and leaks from admixtures, oil, diesel, and acid	



Our Research and Development

Efforts to Reduce Environmental Impact

ACI Accreditation

Our Research Publications

Efforts to Reduce Environmental Impact

Development and growth are crucial activities for any organization to maintain relevancy and competitiveness within the market. Research and Development (R&D) plays a fundamental role in developing concrete technology, enhancing the quality of products and services, and minimizing the environmental impact of our activities.

Our R&D efforts emphasize seeking innovative solutions, improving the ready-mix cement mix designs, and seeking pioneering solutions in concrete production. We continuously test, analyze, and collaborate with academic institutions to produce sustainable, durable, and financially feasible products that comply with the evolving needs of the construction industry.



KEY ACTIVITIES



Enhancing and widening the range of products and services



Conducting testing and research activities for our clients



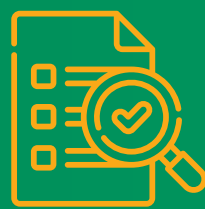
Partnering with local and international academic bodies for knowledge sharing



Conducting research on new materials, products, and solutions to address future challenges



Testing cement, additives, aggregates, admixtures, and final concrete products for quality



Conducting reviews on the SCMs, chemical admixtures and special additives prior to their use



ACI Accreditation

Our R&D Center has been accredited by the American Concrete Institute (ACI) since 2021 as an official ACI Training Center. The Center has served as the primary source of knowledge and material testing since its inception. Our R&D Center provides comprehensive training and certification support for concrete technology professionals nationwide. During the last three years, we have successfully trained employees from both our company and external organizations in various ACI certification programs. These training programs have significantly enhanced the skills and knowledge of our workforce, enabling them to perform at the highest standards in the industry.

Our Center is well-equipped to conduct both training courses and certification exams, with over 50 first-class concrete field test technicians and trainers already certified by the American Concrete Institute. We have made a positive impact on the concrete industry by enhancing the quality and consistency of concrete testing and production, reinforcing our dedication to excellence.

KEY TRAINING PROGRAMS

- ACI Concrete Field-Testing Technician – Grade 1
- Concrete Strength Testing Technician
- Self-Consolidating Concrete Testing Technician



Our Research Publications

Our research focuses on key areas that address aspects of concrete production, overall performance, and environmental impact. We have released a collection of publications with an emphasis on outcomes and benefits to the natural environment.

For a list of featured publications, see [Appendix](#).



Social Performance

- Employee Well-being and Engagement
- Diversity, Equity, and Inclusion
- Training and Development Programs
- Employee Health and Safety
- Community Engagement
- Local CSR Initiatives and Partnerships

Employee Wellbeing and Engagement



100% Performance Reviews Conducted

97% Employee Engagement

98% Employees have met their KPIs

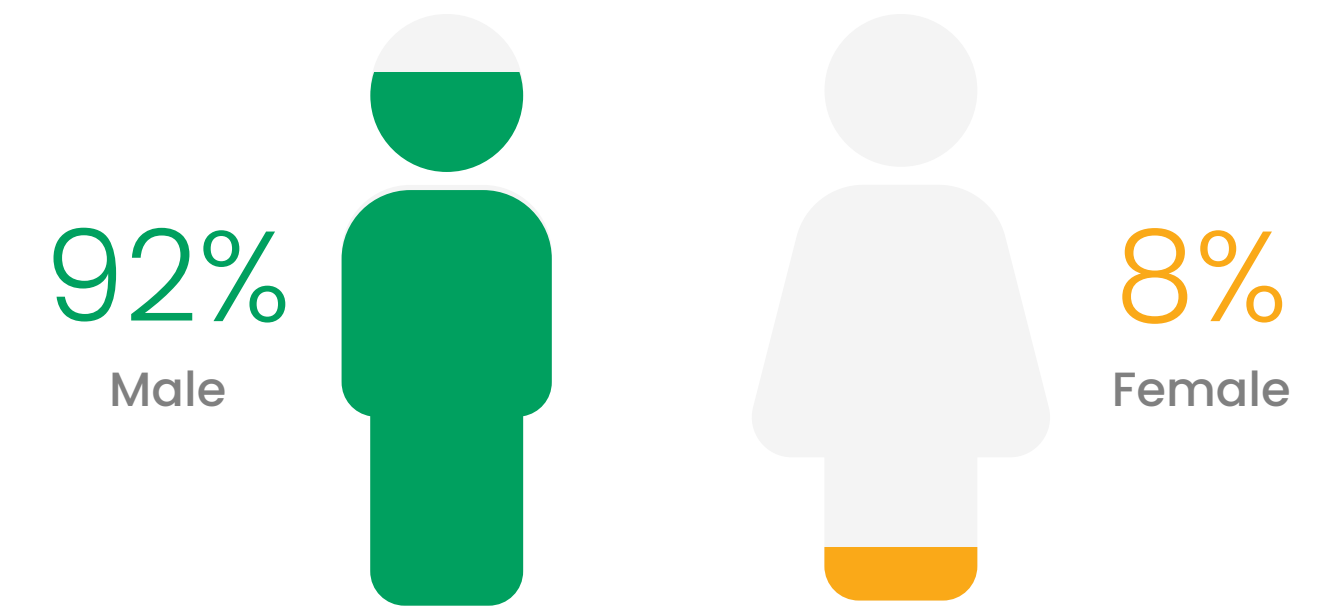
Diversity, Equity, and Inclusion

Embracing differences and welcoming diverse perspectives allows us to maximize creativity in our product development and services. Our commitment to diversity, equity, and inclusion (DE&I) is reflected in our policies and practices, guaranteeing that we provide a supportive and inclusive environment for all employees.

Our DE&I policies are designed to eliminate stigmas and limitations while elevating education, awareness, mutual understanding, and productive engagement. We hold each employee responsible for creating a culture free from discrimination and harassment, consistent with our values, Code of Ethics, and business conduct. As an equal opportunity employer, we attract and retain diverse talent based on key performance indicators (KPIs). Candidates are selected based on their qualifications, skills, competencies, and experiences without discrimination.

Our company proudly obtained Mowaamah certification from the Ministry of Human Resources and Social Development for offering an inclusive and supportive workplace for individuals with disabilities. This achievement highlights our commitment to implementing policies and practices that promote inclusivity and provide necessary support for employees with disabilities.

In terms of gender diversity, the male workforce is 2,158, making up 92% of our total employees, while female employees stood at 196, representing the remaining 8%. The number of newly hired female employees increased from 71 in 2022 to 95 in 2023, showing our ongoing commitment to improving gender balance in our hiring practices.



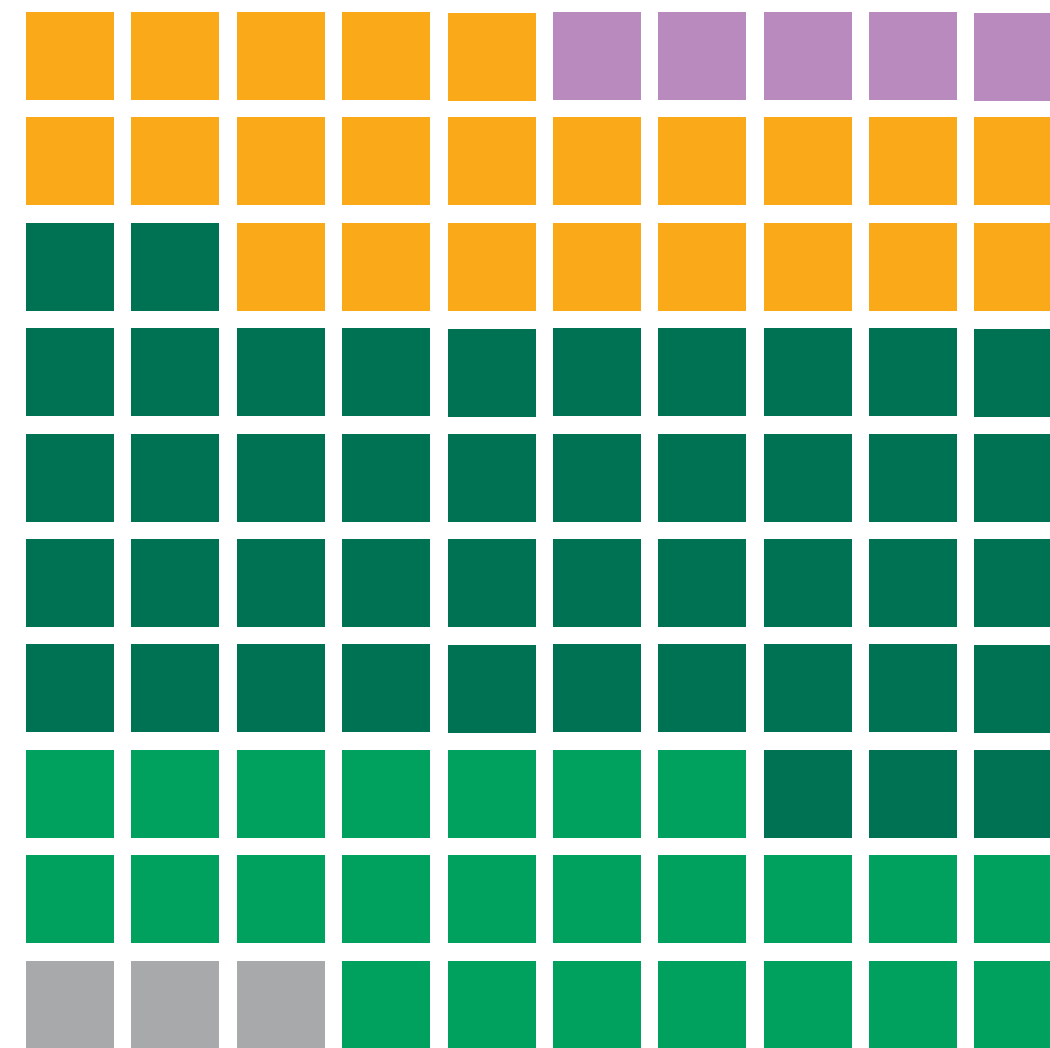
GENDER BREAKDOWN	2022	2023
Employees (full-time and part-time)		
Total number of employees	2,312	2,354
Proportion of male employees	2,100 (91%)	2,158 (92%)
Proportion of female employees	212 (9%)	196 (8%)
Newly hired employees		
Total number of new hires	258	384
Proportion of male new hires	187 (72%)	289 (75%)
Proportion of female new hires	71 (28%)	95 (25%)

The long-term commitment exhibited by our workforce is evident with 410 employees having served for 15 years and more.

Age and Tenure Distribution

In 2023, employees aged 35-44 made up the largest age group with 1,054 employees, followed by 557 employees aged 25-34. We also had 540 employees in the 45-54 age group, and 142 employees aged 55 and above. The number of employees aged 18-24 is 61, indicating a mix of youth and experienced expertise within our team.

Additionally, 974 employees had been with the company for less than 4 years, while 534 employees had served between 5-9 years. Those with 10-14 years of service totaled 436 employees.



18-24 years old
 45-54 years old
 25-34 years old
 55 and above
 35-44 years old

Employee Turnover and Retention

Our turnover rates provide insights into employee satisfaction and organizational stability. In 2023, the turnover rate for all employees stood at 10%, in line with the 2022 figure.



Succession Planning Policy

This policy explains the process of identifying and developing future leaders and managers within our organization. It emphasizes the importance of practical work experience and development interventions to prepare employees for new roles. The policy covers leadership, management, and essential business roles that could impact the organization if left unfilled. It also details the principles of succession planning, the role of the Hemmah program¹, and the responsibilities of the Succession Planning Committee. It includes guidelines for assessing employee performance and outlines the process for data collection and committee meetings to review and discuss potential successors. The goal is to develop a pipeline of talent to support the organization's strategic objectives.

Non-Discrimination

Saudi Readymix is proud to report that there were no incidents of discrimination in 2022 and 2023. This achievement underscores our commitment to maintaining a workplace free from discrimination, where all employees are treated with respect and dignity.



Employee Benefits and Policies

We are giving a comprehensive benefits package to our full-time employees, including basic salary, housing, food, transportation, medical insurance, mobile, and ticket allowances. These benefits are reviewed and updated annually to ensure they meet the needs of our employees. Compensation for all employees conforms with national wage laws and guarantees an acceptable standard of living. We are committed to improving our compensation and benefits packages, working closely with Al Turki Holding and Hay Group, a consultancy firm specialized in improving organizational performance, to review our salary structure.



1: An Al Turki Holding talent development program, designed to address the training needs of employees within the group by enhancing skills, promoting leadership, and attracting top local talent in alignment with Saudi Arabia Vision 2030.

Grievance and Appeal

We maintain a clear grievance and appeal process for the equality and justice of all employees. Employees are encouraged to submit grievances without fear of retaliation, and our structured process is timely and with fair resolutions.

Labor/Management Relations

We prioritize transparent and proactive communication with our employees, especially regarding significant operational changes. We understand that changes can have substantial impacts on our workforce, and thus, we have a minimum notice period of two months before implementing any significant operational changes. This policy ensures that our employees have sufficient time to prepare and adapt to any changes that might affect their roles or working conditions.

Leave Policy

Our policy encompasses various types of leave, including annual leave, sick leave, maternity leave, Iddah leave, Hajj leave, compassionate leave, marriage leave, childbirth leave, and exam leave. We guarantee that our policy is fair and compliant with the Saudi Labor Law, providing employees with the necessary time off for personal, medical, and religious reasons.

Parental Leave and Support

Supporting parents is an important aspect of our employee well-being initiatives. Our parental leave policy includes specific provisions for both male and female employees, with mothers receiving 10 weeks of leave and an additional hour daily for nursing or flexible work hours, while fathers receive 5 days of leave. In 2023, 14 male employees were entitled to parental leave. All 14 employees returned to work after parental leave ended, and remained employed 12 months after their leave.

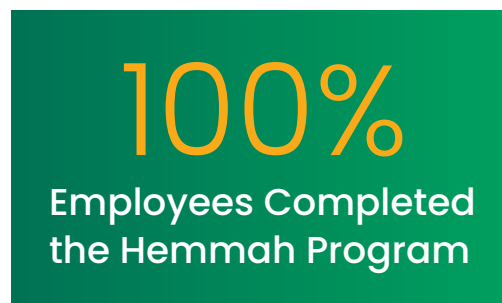
	2022	2023
Parental Leave		
Number of male employees entitled to parental leave	5	14
Number of male employees that took parental leave	5	14
Number of male employees that came back to work after parental leave ended	5	14
Number of male employees who returned to work after parental leave ended who were still employed 12 months after their return to work	5	14
Number of female employees that were entitled to parental leave	0	0
Number of female employees that took parental leave	0	0
Number of female employees that came back to work after parental leave ended	0	0
Number of female employees who returned to work after parental leave ended who were still employed 12 months after their return to work	0	0



Training & Development Programs

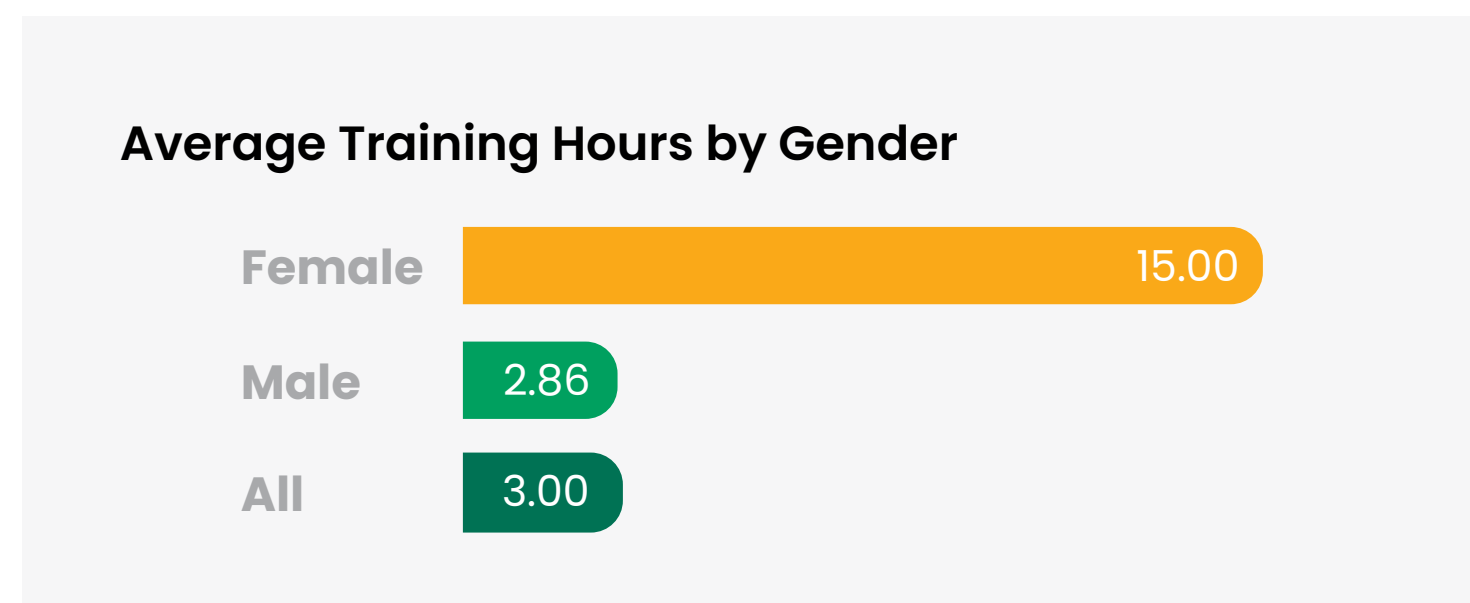
We are heavily invested in growing our employees through development programs. The effectiveness of these programs is measured by setting clear KPIs by the department heads and direct managers. These KPIs include the completion of specific courses, obtaining certifications, and demonstrating job competence.

In 2023, we implemented various training programs such as the Hemmah Initiative, online courses, technical competency training, certification courses, and product knowledge sessions. The positive impact of our training and education initiatives is evident in our employees' improved performance, enhanced value addition to the organization, and overall efficiency.



The average training hours per male employee was 2.86 hours in 2023, while female employees received an average of 15 hours of training. The average training hours in 2023 decreased compared to 2021 and 2022 as we focused on upskilling through courses and groups such as INSIDE and CMA (Certified Management Accountant). INSIDE is a program that offers tailored training programs specifically for the needs of the middle management. This focuses on the essential business, leadership skills, and the mastery of business language. CMA training is customized for our finance professionals who are interested in attaining CMA certification. In addition, we provide young professionals with the right skills to succeed and embed in them the company values through our Twaiq Program. This program also aims to equip these young employees with both technical and soft skills.

Training	Number of Employees
IE University Program	2
Institute of Public Administration	13
Tuk Program	1
Management Acceleration Leadership Program (INSEAD)	5
Khabeer Program-CMA	9
Internal General Training (Safety, Maintenance, Production, QMS, EMS, Technical)	604
Coursera	115
ACI	18
TOTAL	773



Internships

We offer comprehensive internship experiences tailored to the intern's background. Interns undergo detailed training within their allocated departments to gain valuable hands-on experience. We monitor progress to learn the effectiveness of the training through structured schedules and regular performance reviews with supervisors.

Human Rights

The established policies and processes to address human rights within our organization and supply chain are in line with the Saudi Labor Law, which include commitments, policies, training programs and statements accessible through our Human Resources Shared Services (HRSS) system. Our security personnel are also trained in human rights topics, to maintain and uphold these principles while performing their work.

Whistleblowing

The whistleblowing process provides employees with a safe and straightforward way to raise concerns directly to the Ethics Committee. This process ensures that any improper conduct or violation of company rules and regulations is addressed promptly. When a grievance is filed, the Grievance committee, led by the HR Manager, is formed to discuss and reach a satisfactory resolution for all parties involved. In 2022 and 2023, no grievances were received, and there were no escalations to top management, indicating a well-managed and compliant workplace.

Employee Health & Safety

Occupational Health and Safety Management System

We comply with the ISO 45001 standard through an occupational health and safety management system that prioritizes the health and safety of our employees. This system has been implemented in adherence to legal requirements and client expectations, covering all aspects of our operations, including plants, accommodations, projects, transportation, and on-site activities.

Risk Assessments

The process of identifying work-related hazards and risks involves thorough risk assessments and SWOT analysis, engaging all departments in such activities. High and significant risks are incorporated into the management plan with control measures to mitigate these risks. We also perform risk analysis and investigate root causes, implementing corrective actions to prevent reoccurrence. Risk control measures follow the Eliminate, Reduce, Isolate, Control, Personal Protective Equipment, Discipline (ERICPD) approach, to address identified risks and hazards, aiming to eliminate or reduce them effectively.

Employees can report hazards through several channels, including through safety officers at each factory, worker safety representatives, a common company-wide email, phone calls, and WhatsApp messages. We encourage workers to remove themselves from any situation they believe could cause injury or ill health, with strong protections against reprisals for reporting unsafe conditions.

Health and Safety Impacts

To prevent and mitigate negative health and safety impacts, we conduct daily observations, internal audits, and pre-assessments of sites. Our safety staff receives in-house training to focus on their responsibilities and avoid unnecessary interference from other departments. Worker suggestions and feedback are crucial in identifying areas for improvement. We also evaluate and mitigate health and safety risks within our supply chain through rigorous evaluations and clear reporting and communication.

Health and Safety	2022	2023
Total consecutive worked hours without incidents	7,864,000	8,560,000
Number of lost time injuries (LTIs)	3	1
Absenteeism Rate	3.17	2
Lost time injury frequency rate (LTIFR)*	0.08	0.02
Number of lost days from LTIs	22	23
Lost time injury severity rate (LTISR)**	0.56	0.54
Number of near misses	15	12
Number of permanent disability	-	-
Number of fatalities	-	2
Average health and safety training hours per employee	1,025	2,200
Number of toolbox trainings attendees	4,455	4,501
Number of unsafe acts	45	41
Number of unsafe conditions	3,425	3,932
Corrected unsafe conditions	3,425	3,932
Fire incidents	1	-

* LTIFR = [Lost Work Cases (LWC) / total man-hours] x 200,000

** LTISR = [Number of lost workdays / total man-hours] x 200,000

Health and Safety Training

Saudi Readymix provides extensive occupational health and safety training, including toolbox topics, general safety training, defensive driving courses, driver assessments, and training based on near-miss incidents or accidents. These programs ensure that employees are well-prepared to handle specific work-related hazards and situations.

Worker Participation, Consultation, and Communication

We actively engage workers in the development, implementation, and improvement of our health and safety system. In 2022, communication channels included emails, WhatsApp, and toolbox meetings, with 3,490 toolbox talks and 2,920 driver assessments conducted. In 2023, we continued these efforts with 2,080 toolbox talks, 2,450 general safety training sessions, 1,290 driver assessments, and 2,120 defensive driving courses. Health and safety updates are communicated to workers through portal posts, memos, toolbox meetings, and safety induction sessions. Updates for other stakeholders, such as suppliers and customers, are shared via meetings, emails, monthly reports, and induction sessions during site visits.

Promotion of Worker Health

Saudi Readymix provides access to non-occupational medical and healthcare services through Bupa in 2022 and through Tawuniya in 2023, both being leading medical insurance providers. Employees are also encouraged to undergo regular medical check-ups. We organized voluntary health promotion services, including blood donation campaigns and health check programs for employees exposed to dust and other hazards.

IKTVA

Our In-Kingdom Total Value Add (IKTVA) contribution involves adding domestic value in supplying concrete and related products to local clients and projects, including Saudi Aramco projects. We use local materials and recruit and train Saudi employees, aligning with our purpose to contribute to the Kingdom's wealth and its people's well-being. Our IKTVA score stands at 65%, reflecting our substantial contribution to local content.

Community Engagement 2022

Walking Challenge

A walking challenge for our employees and their families resulted in an overall 2,715,260 steps. The objectives of this challenge include promoting physical activity, wellness, community, employee engagement, and healthy competition. The event successfully achieved these goals, with notable family involvement and increased societal awareness.

Golden Sponsor of the Global Project Management Forum

We sponsored the Project Management Institute (PMI) programs and initiatives to motivate project managers, remain updated on industry trends, support PMI's programs, promote excellence in project management, and contribute to professional development in Saudi Arabia. Our sponsorship achievements include continuous learning, innovative ideas exchange and advancing the project management profession.



First Aid and CPR Workshop

We conducted a First Aid and CPR Workshop for our employees, emphasizing the importance of health and safety. This workshop improved employee awareness of health and safety practices and enhanced their readiness to respond to emergencies. This initiative contributed to creating a safer work environment for all employees.



Mawhiba Student Visit

Over two days, 50 Mawhiba students participated in visits to Saudi Readymix facilities in Dammam, which included the Research and Development Center, Quality Labs, and the Factory. The visit provided hands-on industrial learning experiences, engaging the local community and increasing awareness about the concrete industry.



Decarbonization of the Cement Industry

Decarbonization of the Cement Industry seminar was held in Jeddah, where Mr. Chris Leptokaridis, delivered an insightful presentation. This seminar raised awareness about the importance of decarbonizing the cement industry for carbon neutrality by 2060. It provided insights into emission reduction technologies and supported sustainable projects for economic development.

2022

Concrete Sustainability Forum

Saudi Readymix sponsored the Concrete Sustainability Forum organized by the American Concrete Institute (ACI) – Concrete Sustainability Council (CCA). This sponsorship highlights our commitment to sustainability and knowledge exchange. The forum covered strategies, technologies, and advancements in sustainable concrete practices, promoting collaboration with industry associations, and showcasing sustainable concrete solutions.

Circular Economy Workshop organized by MODON

We participated in the Circular Economy Workshop organized by MODON through our speaker, Mr. Khaldoon Slaiai. This workshop contributed to reducing carbon dioxide emissions in the concrete industry by promoting the use of alternative cementitious materials and expanding their utilization in Saudi Arabia's construction sector.



Blood Donation Campaign

Saudi Readymix held a successful blood donation campaign in Dammam and Riyadh, involving 60 donors participating across both regions, to increase employee involvement, educate staff about the benefits, and address local healthcare needs. This initiative significantly contributed to saving lives and raising awareness about the importance of blood donation.



International Contracting Conference

Mr. Abdullah Al Saeed spoke at the International Contracting Conference to increase awareness about sustainable practices, industry collaboration, and contributing to the advancement of sustainability in the contracting sector. Our involvement underscored our commitment to these values and positioned us as leaders in advocating for sustainable development in our field.



World Children's Day

In celebration of World Children's Day, we distributed green concrete mix kits to employees' children. This initiative raises environmental awareness and emphasizes the importance of sustainable practices. The event saw participation from employees' children and strengthened community engagement, reflecting our commitment to sustainability and social responsibility.

2023

External Educational Visits

We supported 104 university students through educational visits, providing essential raw materials and information for research and case studies. These programs have enhanced awareness about the concrete industry, offered hands-on learning experiences, and fostered collaboration between academic institutions. Students visited Saudi Readymix facilities, where they explored production lines, learned the latest technologies, and received information about quality laboratories.

Exhibition for the College of Engineering

Saudi Readymix sponsored the graduation projects exhibition for the College of Engineering at Imam Abdulrahman Bin Faisal University. The event was attended by all students, faculty, and other attendees, demonstrating our commitment to education and academic success, strengthening university relationships.



Excellence Awards

We held the position of Platinum Sponsor for the Excellence Awards in the Construction Sector. Our participation recognized outstanding contributions in various categories, promoting creativity, innovation, and excellence in construction-related projects and initiatives. The event provided networking opportunities with industry peers, stakeholders, and award nominees, fostering future partnerships and collaborative initiatives.

Tasheed Exhibition

Saudi Readymix participated in the Tasheed Exhibition organized at Imam Abdulrahman Bin Faisal University. The exhibition engaged students through activities, including an educational section on concrete solutions, a cooperative training corner for summer training opportunities, a workshop on testing fresh concrete on-site, and a seminar discussion featuring experienced professionals.

Black Buffalo 3D and Saudi Readymix sign MOU

We have signed a Memorandum of Understanding (MOU) with Black Buffalo 3D to introduce code-compliant structural 3D construction ink to Saudi Arabia. The MOU promotes sustainable building practices. The objectives include the production and customization of 3D construction ink to meet local and international building codes, providing training and resources, and positioning both companies as market leaders.

2023

Sustainability Forum for the Ministry of Industry and Mineral Resources

Saudi Readymix participated in the first Sustainability Forum for the Ministry of Industry and Mineral Resources, promoting environmentally friendly practices. The forum session titled "Towards a Sustainable Future: Green Products, Local Experience with Global Sustainability Standards - Success Stories," focused on green concrete solutions and the importance of adapting global sustainability standards to local contexts.

Saudi Readymix signed an MOU with the Eastern Province Municipality

We signed a MOU with the Eastern Province Municipality to collaborate on road research, developing sustainable products, and enhancing spending efficiency in government projects. This R&D agreement significantly impacts sustainability in road construction by creating eco-friendly and durable concrete solutions and infrastructure quality services through advanced technologies.



ACI-MEC 2023

We participated as a partner sponsor in the ACI-MEC 2023 conference held in Riyadh. Through this participation, we shared expertise and insights with industry leaders and experts regarding concrete manufacturing standards in design and repair and innovations for best concrete practices. These sessions highlighted the importance of consulting concrete manufacturers, use of sustainable construction materials, and innovative technologies.

Noor Al Islam School Visit

We hosted an educational tour for 20 Noor Al Islam School elementary students at our Dammam facilities. The two-day educational visit explored the Research and Development Center, Quality Labs, and Factory, understanding the concrete industry, providing insights into the latest concrete production technologies, and inspiring career interest in the construction and engineering sectors.

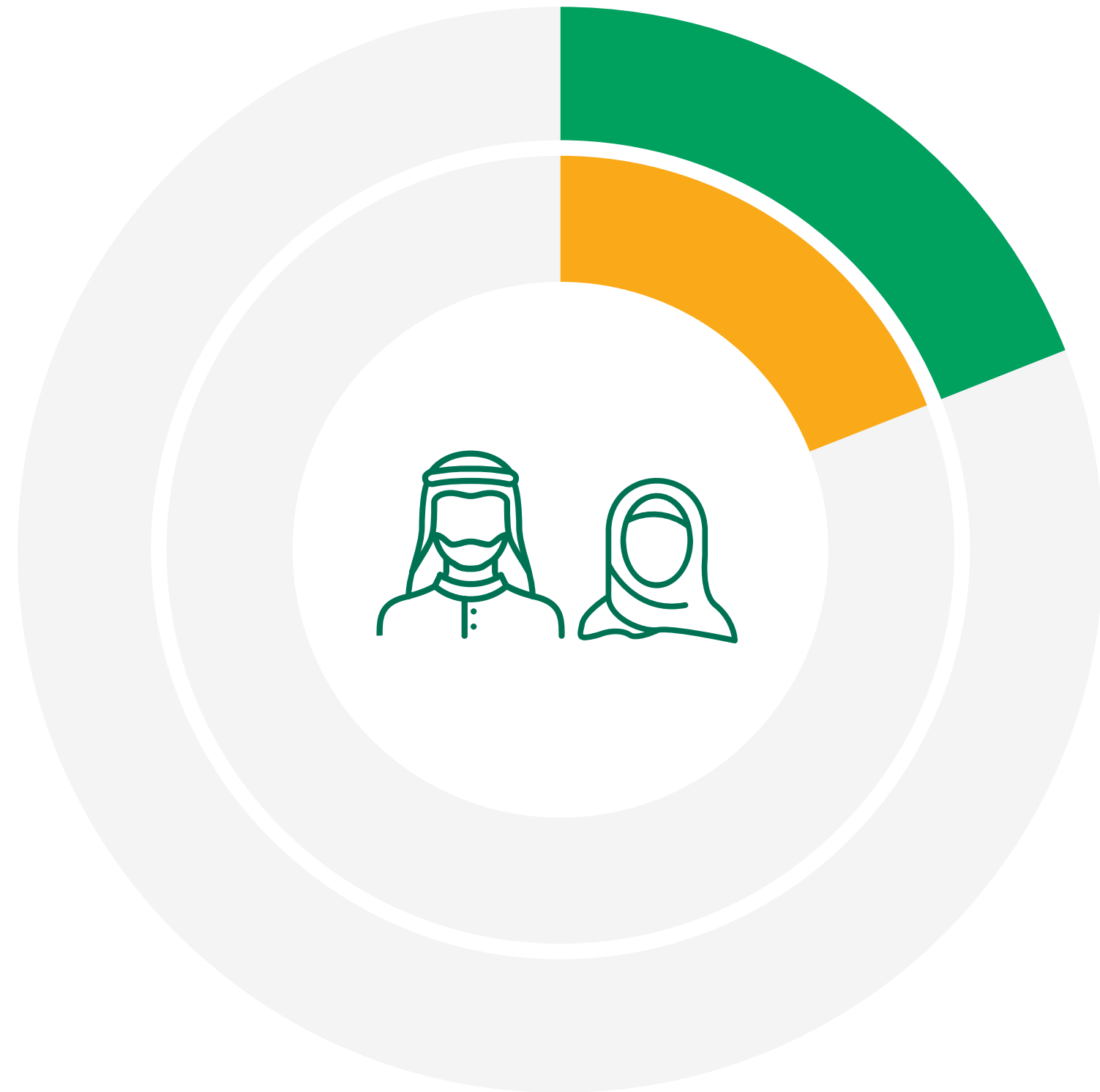
World Environment Day Initiative

In celebration of World Environment Day, we launched an internal program to reduce plastic bag usage by replacing them with eco-friendly alternatives. We distributed 750 eco-friendly bags, encouraging employees to adopt sustainable practices, and promoting a green culture within the company.

Economic Performance

Contribution to the National Economy
Job Creation and Local Employment
Saudization
Local Businesses in the Supply Chain

Contribution to the National Economy



Percentage of Saudis in our workforce

19%
2022

19%
2023

Job Creation and Local Employment

95%

Nationalization in-line with Government

124%

2023 Saudization Target Exceedance

Saudization

Nationalization is a strategic priority in alignment with Saudi Arabia's Vision 2030. It helps build a thriving economy and reduces unemployment rates among Saudi nationals. We define nationalization as creating job opportunities and nurturing talent that can be trained to become future leaders.

In 2023, we implemented nationalization programs across different streams, including engineering, finance, technical, marketing, sales, IT, HSE, storekeeping, legal, and procurement/supply chain. These programs collectively involved 195 nationals.



Proportion of Locals and Expats

● Expats ● Locals

2022 (Total: 2,312)



2023 (Total: 2,354)





Local Businesses in the Supply Chain

Over the last few years, we have been introducing stringent codes of conduct on our employees as well as our suppliers. Our Supplier Code of Conduct outlines the ethical standards expected of all suppliers, highlighting the importance of integrity, fair competition, and the protection of privacy and intellectual property.

Suppliers must avoid corruption, fraud, and conflicts of interest while maintaining accurate records and ensuring confidential reporting mechanisms for employees to report concerns. This Code, integral to selecting and evaluating suppliers, requires adherence to ethical business practices and promoting sustainability throughout the supply chain, ensuring alignment with our values and legal standards.

The Supply Chain Department has enforced this Code of Conduct and requires supply partners to abide by it.

Looking Ahead

We continue to lead the market within Saudi Arabia through our established commitment to innovation, sustainability, and excellence. Our inaugural report highlights our position as stewards of the natural environment, sustainable governance, and a healthy community. Our initiatives toward greener facilities, more collaborative engagements, and a safer working environment reflect one step toward our sustainability agenda. While this report may act as another steppingstone to our commitment, our major headline, aligned with our sustainability master plan, would be the inauguration of our Five-Year Sustainability Strategy, which aims to set ambitious targets and align with international sustainability frameworks. Our strategy will demonstrate the commitment to economic growth, environmental resilience, and social development.

Appendix

Abbreviations
Research Publications
GRI Content Index

Abbreviations

ACI	American Concrete Institute
CCA	Concrete Sustainability Council
EPD	Environmental Product Declaration
ERP	Enterprise Resource Planning
ESG	Environmental, Social & Governance
GAMEP	General Authority of Meteorology and Environmental Protection
GGBFS	Ground Granulated Blast Furnace Slag
GRI	Global Reporting Initiative
HSBFC	High-Slag Blast-Furnace Cement
IKTVA	In-Kingdom Total Value Add
IMS	Integrated Management System
KSA	Kingdom of Saudi Arabia
LEED	Leadership in Energy and Environmental Design
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate

MoU	Memorandum of Understanding
NDIR	Nondispersive Infrared
NWC	National Water Company
OHS	Occupational Health and Safety
OSHA	Occupational Safety and Health Administration
PBFC	Portland Blast Furnace Cement
PMI	Project Management Institute
PIF	Public Investment Fund
RCA	Recycled Concrete Aggregates
RCPT	Rapid Chloride Penetration Test
SCM	Supplementary Cementitious Material
SEC	Saudi Electricity Company
SEES	Support Establishment for Environmental Services
SFRC	Steel Fiber Reinforced Concrete
USEPA	United States Environmental Protection Agency

Research Publications

Waste Water Recycling

We have conducted studies to understand the suitability of utilizing recycled water from ready-mix concrete plants as mixing water for concrete production. The study involved various mix designs with different proportions of recycled water (0%, 50%, and 100%) and their impact on fresh and hardened concrete. The outcomes of the study showcased that using recycled water slightly reduced the slump on fresh concrete, increased the hardened concrete's compressive strength by more than 90%, and complied with most of the limits presented by the ASTM C1602. While the sample shows some features in the loss of workability, the study highlights possible solutions to lower environmental footprint by reducing freshwater consumption and utilizing wastewater.



Ground Granulated Blast-Furnace Slag (GGBFS) Utilization

GGBFS is a by-product of iron and steelmaking made from a blast furnace in water or steam. This fine-powder by-product is utilized in the production of Portland Blast furnace cement (PBFC) and high-slag blast-furnace cement (HSBFC). Critical features in using GGBFS Cement include progressive strength with time, lower maintenance and life cycle costs, lower carbon footprint, improved performance over time, and less permeability to chemical stimuli. Due to the nature of the product itself, it is recognized by Leadership in Energy and Environmental Design (LEED) as a product that improves the sustainable nature of projects.



Heat of Hydration Management in Mass Concrete

The focus was on optimizing the mix designs for mass concrete structures, such as raft foundations, to balance out high strength requirements with the heat of hydration controls. Using advanced technologies, such as the Quadrel IQ-drum, meteorological simulations can be conducted to simulate the heat of hydration of various mixes incorporating supplementary cementitious materials like GGBFS and fly ash. The incorporation of such materials in mass concrete reflects our commitment in reducing the emissions generated from mass concrete structures.



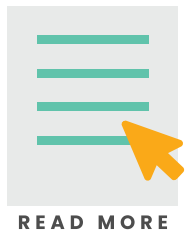
Durability Testing and Performance-based Specifications

Our publication focused on enhancing the accuracy and reliability of durability tests for concrete, specifically highlighting the use of the Rapid Chloride Penetration Test (RCPT) and water absorption tests. While additional parameters were suggested for these tests, it is important to emphasize the connection between these tests and the use of recycled wastewater in concrete production.



Steel Fiber Reinforced Concrete

The publication aimed to introduce the benefits and use of steel fiber concrete (SFRC), which utilizes steel fibers to address micro and macro cracking in the concrete. The key benefits of using this type of concrete include its enhanced properties, such as its load-bearing capacity, durability, and flexural properties, and the reduced thickness of the slab. We applied this concrete form in various projects across Saudi Arabia, including the Almarai project in Makkah and the Saudi Industrial Beverages Company (SIBCO) Mega Plant in Jeddah.



Recycled Concrete Aggregates

The study highlights the financial benefits of utilizing Recycled Concrete Aggregates (RCA), emphasizing further profit generation when utilized. While the environmental notion of the article was not truly addressed in the publication, opting for the use of RCA instead of fresh and processed aggregates shows our interest in seeking environmentally friendly solutions compared to utilizing virgin resources for our business operations.



GRI Content Index

Statement of use	Saudi Readymix Concrete Co. has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location and/or Direct Answer
GRI 2: General Disclosures 2021	2-1 Organizational details	5
	2-2 Entities included in the organization's sustainability reporting	8
	2-3 Reporting period, frequency and contact point	8
	2-4 Restatements of information	None
	2-5 External assurance	None
	2-6 Activities, value chain and other business relationships	9, 10, 11
	2-7 Employees	51, 52
	2-8 Workers who are not employees	None
	2-9 Governance structure and composition	19, 20, 21, 22
	2-10 Nomination and selection of the highest governance body	23
	2-11 Chair of the highest governance body	23
	2-12 Role of the highest governance body in overseeing the management of impacts	23
	2-13 Delegation of responsibility for managing impacts	23
	2-14 Role of the highest governance body in sustainability reporting	23

GRI Standard	Disclosure	Location and/or Direct Answer
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	25
	2-16 Communication of critical concerns	26
	2-17 Collective knowledge of the highest governance body	19, 20, 23
	2-18 Evaluation of the performance of the highest governance body	Unavailable/incomplete
	2-19 Remuneration policies	Confidentiality constraints
	2-20 Process to determine remuneration	Confidentiality constraints
	2-21 Annual total compensation ratio	Confidentiality constraints
	2-22 Statement on sustainable development strategy	4
	2-23 Policy commitments	24, 25, 26
	2-24 Embedding policy commitments	24, 25, 26
	2-25 Processes to remediate negative impacts	53, 54
	2-26 Mechanisms for seeking advice and raising concerns	53, 54
	2-27 Compliance with laws and regulations	Unavailable/incomplete
	2-28 Membership associations	Unavailable/incomplete
2-29 Approach to stakeholder engagement	17	
2-30 Collective bargaining agreements	Trade unions are prohibited in Saudi Arabia	

GRI Standard	Disclosure	Location and/or Direct Answer
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16
	3-2 List of material topics	16
	3-3 Management of material topics	16
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	6, 15, 34
GRI 205: Anti-corruption 2017	205-2 Communication and training about anti-corruption policies and procedures	24, 25, 26
GRI 301: Materials 2016	301-1 Materials used by weight or volume	33, 34
	301-2 Recycled input materials used	34
GRI 302: Energy 2016	302-1 Energy consumption within the organization	29, 30
	302-3 Energy intensity	29, 30, 51
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	32
	303-2 Management of water discharge-related impacts	32
	303-5 Water consumption	32
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	35
	306-2 Management of significant waste-related impacts	35, 36
	306-3 Waste generated	36
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	51, 52
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	52
	401-3 Parental leave	52

GRI Standard	Disclosure	Location and/or Direct Answer	
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	53	
	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	55
		403-2 Hazard identification, risk assessment, and incident investigation	55
403-3 Occupational health services		55	
403-4 Worker participation, consultation, and communication on occupational health and safety		55	
403-5 Worker training on occupational health and safety		55	
403-6 Promotion of worker health		55	
GRI 404: Training and Education 2016	403-9 Work-related injuries	55	
	404-1 Average hours of training per year per employee	54	
	404-2 Programs for upgrading employee skills and transition assistance programs	52, 54	
GRI 405: Diversity and Equal Opportunity 2016	404-3 Percentage of employees receiving regular performance and career development reviews	51	
	405-1 Diversity of governance bodies and employees	19, 20, 21, 22, 23, 51	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	52	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	56, 57, 58, 59	



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