

2023
SUSTAINABILITY
REPORT



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ABOUT THIS REPORT

Welcome to Elm's first sustainability report. This report outlines our sustainability-related progress and achievements in 2023, along with our future plans, commitments, and objectives to build a sustainable company and contribute to the prosperity of society and the Kingdom of Saudi Arabia.



REPORTING PERIOD

This report focuses entirely on Elm and its direct activities. It covers the period from January 1, 2023 to December 31, 2023, in line with the company's annual financial reporting cycle.



REPORTING FRAMEWORK

This report has been prepared in alignment with the Global Reporting Initiative (GRI) Standards, UN Sustainable Development Goals (SDGs), Tadawul ESG Disclosure Guidelines, and the Saudi Vision 2030.



REPORTING SCOPE & GUIDELINES

This report pertains to Elm's activities within the Kingdom of Saudi Arabia (KSA). Unless specified, data from subsidiaries, clients and external contractors and suppliers are not included. Financial data is expressed in Saudi Riyals (SAR).



TARGET AUDIENCE

This report holds relevance for both current and prospective stakeholders, offering insights into how Elm generates, protects, and mitigates value erosion for key stakeholders, including employees, clients, regulators, and society.

FEEDBACK

You can contact us or provide feedback on this report via any of the following channels:



ir@elm.sa



+966112503962



facebook.com/Elm



x.com/elm



linkedin.com/company/elm

FORWARD-LOOKING STATEMENTS

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

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



THE CHAIRMAN MESSAGE



Through innovative products and customized solutions, we are making a positive impact on the whole of Saudi society.

I am pleased to welcome you to Elm's first sustainability report,

which highlights the most important sustainable achievements and strong and notable growth in the company's operations during the year 2023. Elm is positioned among the ranks of companies, making it one of the digital transformation leaders in the region, in line with Saudi Vision 2030.

For more than 30 years, we have been at the forefront of innovators in the digital realm. We have always been committed to providing leadership, excellence, new ideas and products that serve the public and private sectors, as well as the broader Saudi society. Where our commitment is rooted in our understanding of sustainability as a driver that benefits everyone.

In today's world, understanding the evolving sustainability landscape and addressing environmental, social, and governance issues pertinent to our business is more important than ever. For Elm, sustainability and digitalization go hand in hand. Digitalization offers exciting opportunities to tackle society's most pressing challenges, from climate change and resource management to education and inequality.

Through innovative products and customized solutions, Elm is making a positive impact on our society by helping to build a greener and more efficient and sustainable Kingdom for all its citizens.

Our expertise and know-how places us in a unique position within the Kingdom. We are highly conscious of both our social responsibilities and our responsibilities towards our customers. Through strategic partnerships and collaborations, we can extend our reach and provide platforms, services and solutions that benefit all business sectors and all levels of society.

I express my genuine gratitude to our wise leadership for their continuous guidance and support. I also extend sincere appreciation to all our shareholders, the senior management team, and every Elm employee for their steadfast commitment throughout 2023, which has been instrumental to our continued success. I am excited about the journey ahead as we work together toward a more sustainable future in 2024 and beyond.

Raed Abdullah Bin Ahmed
Chairman



THE CEO MESSAGE



Our aim has always been to be a facilitator of beneficial, sustainable change for society.

Elm is firmly established as one of the national leaders of Saudi Arabia's digital transformation.

Our journey of success has been built on having a clear strategy, with sustainability at its core. That strategy is built on two fundamental drivers: our national commitment toward the many institutions and sectors in Saudi Arabia, and a passion for being at the forefront of the rapidly evolving digital transformation inspired by the Saudi Vision 2030. With more than 30 years of experience, a commitment to innovation, and robust strategic partnerships, we seek to uncover endless opportunities for sustainable success.

The year 2023 marked another year of Elm's healthy financial performance, both revenue and gross profit increased to reach SAR 5,898 million and SAR 2,351 million, respectively. These achievements reflect our continued growth in the customer base and the continued expansion of the market as a result of the launch of new products and a range of digital solutions that provide efficiency as well as environmental, social, and governance benefits. Especially products that result in resource optimization and waste reduction, which are key factors in fostering a more sustainable society.

Through our strategic partnerships, we introduced Artificial Intelligence (AI)-based solutions that are bringing tangible efficiency improvements and helping to drive down emissions, especially in the transportation sector, a major contributor to the Kingdom's carbon footprint. Applying AI technology in our work helps improve living conditions. Our business activities saw successful projects to improve public health and safety standards, such as healthcare services and increased food safety across the Kingdom.

Our work to support inclusivity, diversity, and women's empowerment continued in 2023 by increasing the number of females by 41% compared to 2022 and increasing the percentage of young talent (between 18 and 30 years) to 36% of the company's total full-time employees. Our spending on local suppliers also saw a 41% increase compared to 2022. Actions like these, in line with the Saudi Vision 2030, are instrumental in bringing new opportunities to a broader demographic in the Kingdom.

We will focus on Elm's environmental, social, and governance key priorities through widening digital accessibility, strengthening the digital transformation through new products and services, developing solutions to improve customers' environmental performance, and promoting greater diversity and inclusion in the workplace. At Elm, our aim has always been to be a facilitator of beneficial, sustainable change for society. As highlighted in Elm's first sustainability report, we are making great progress toward that goal.

In conclusion, I am confident that we will continue to provide excellence and value to our partners, our customers, our shareholders, and the wider society. We will continue this success to 2024 and beyond.

May God grant us success.

Dr. Abdulrahman Saad Aljadhi
CEO



ABOUT Elm

Elm, a Saudi Company listed on the Saudi Stock Exchange, is a pioneering data and integrated digital solutions provider. The company’s substantial shareholder is the Public Investment Fund (PIF). The company provides innovative ready-made and customized digital solutions to help customers overcome challenges and improve performance across a broad range of public, and private-sector segments. Through strategic partnerships and our in-house expertise, we uncover opportunities for business success and customer satisfaction. Fueled by our passion for innovation, we use our capabilities to develop advanced services and technologies that support individuals, organizations, the government, and the wider society in the Kingdom. In doing so, we aim to make a positive social and environmental impact on society, supporting the sustainability of our business and the Kingdom.



VISION

To be the digital enabler for the government and business sectors in the Kingdom and the region.



MISSION

Innovate to empower communities and make life easier.



VALUES

Elm has developed a business model based on its Five Values of Success:

Trust: Promoting honesty, integrity, and openness among employees, partners, and customers.

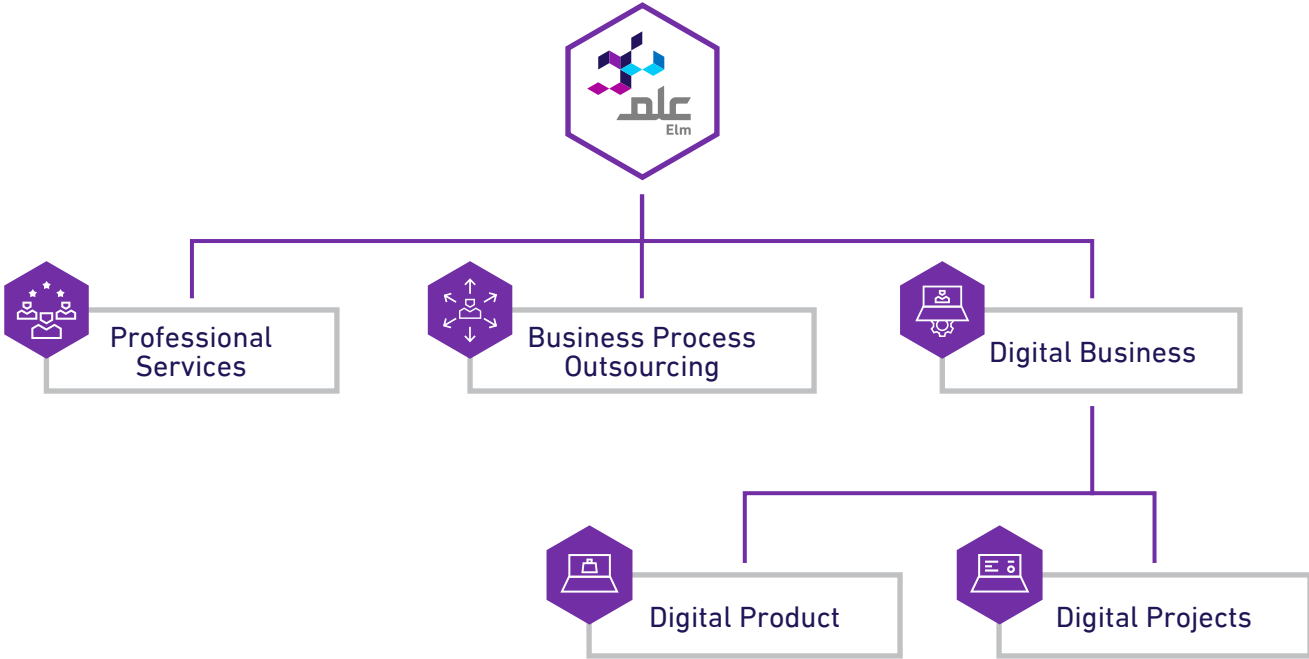
Innovation: Taking initiative and thinking outside the box to satisfy our partners and customers.

Customer-centric: Putting the customer’s journey at the heart of every product and service.

Agility: Unleashing the capabilities of employees to quickly respond to satisfy our customers.

Reliability: Showing commitment to employees and fulfilling our promises to customers and partners.

BUSINESS MODEL





ASSOCIATIONS & MEMBERSHIPS

1

Corporate Membership of
the International Institute of
Business Analysis

2

Member of the companies list
of Capability Maturity Model
Integration

3

GCC Board Directors Institute

4

Customer Experience
Professional Association (CXPA)



AWARDS



Excellent Work
Environment Award 2023



Award for the outstanding
maturity level in business
continuity and risk
management

CERTIFICATIONS



Certificate of Compliance
with The International
Standards of Internal
Auditing



ISO-IEC 27001:2013
certification, the
internationally recognized
standard for information
security



ISO / IEC 20000-1: 2018
Quality Certificate in the
IT Service Management
System by the International
Standards Organization



SUCCESS STORIES

IMPROVING PILGRIMS' EXPERIENCE

During 2023, Saudi Arabia welcomed over 1.8 million pilgrims for the Hajj and over 13 million pilgrims for Umrah. Arranging a pilgrimage season can be a difficult and complicated process that requires extensive preparation, such as congestion at airports and long security checkpoint queues, visas, flights, accommodation, transportation, and more.

“NUSUK” PLATFORM

The Ministry of Hajj and Umrah partnered with Elm to develop a comprehensive app called “NUSUK” that enables pilgrims to organize their entire pilgrimage, such as customizing their itinerary for Makkah and Madina, accessing 25 e-services, obtaining electronic visas, reserving hotels and flights, accessing cultural event information, and downloading a digital guide with detailed instructions for Umrah and Hajj in several languages.

NUSUK is the only platform for providing Umrah and Hajj permits, serving Muslims from various cultures, with **17.3 million registered users**

To address this, Elm has partnered with the Ministry of Hajj and Umrah and the Ministry of Interior (Moi) to develop pioneering projects aimed at revolutionizing the pilgrimage experience, in line with the key objective of the Saudi Vision 2030 of providing exceptional services to pilgrims.

MAKKAH ROUTE INITIATIVE

Elm has partnered with the Ministry of Interior to place checkpoints in pilgrims' home countries, where their biometrics and health requirements are checked and luggage sorted. This enables entry procedures for Saudi Arabia to be completed and Hajj visas to be issued before the pilgrims depart their homeland, enabling quicker and smoother entry into Saudi Arabia. The program also delivers their luggage directly to their accommodation, which means even less waiting time at the airport.

Elm not only aims to improve the pilgrimage experience but also sets a standard for ESG-conscious solutions by implementing sustainable practices:

- Streamlining the journey for pilgrims by utilizing advanced technology and efficient processes.
- Reduces paper waste through digitization and contributes to conservation efforts
- Ensuring the individuals have accessibility and inclusivity so they can easily navigate and participate in these spiritual journeys, noting that the individuals come from diverse backgrounds and cultures, which promotes cultural exchange among pilgrims and fosters a sense of community and understanding
- Ensuring a governance framework, transparency, and accountability, promoting ethical practices, and reinforcing trust among users

Seven Countries – Malaysia, Pakistan, Indonesia, Morocco, Bangladesh, Ivory Coast and Turkey – participated in the initiative in 2023, **benefiting more than 240,000 pilgrims**

DIGITALIZING GOVERNMENT SERVICES

Government procedures such as renewing passports and identity papers can often be time-consuming, often requiring long journeys to offices and extended waits on arrival.

To streamline these processes, the MOI partnered with Elm to develop the e-platform “Absher.” This platform enables Saudi citizens, residents, and visitors to access government services quickly and efficiently online, saving time and effort. The users can access around 280 services, from making appointments, registering births and deaths, and applying for driver's licenses to reporting electronic crimes.

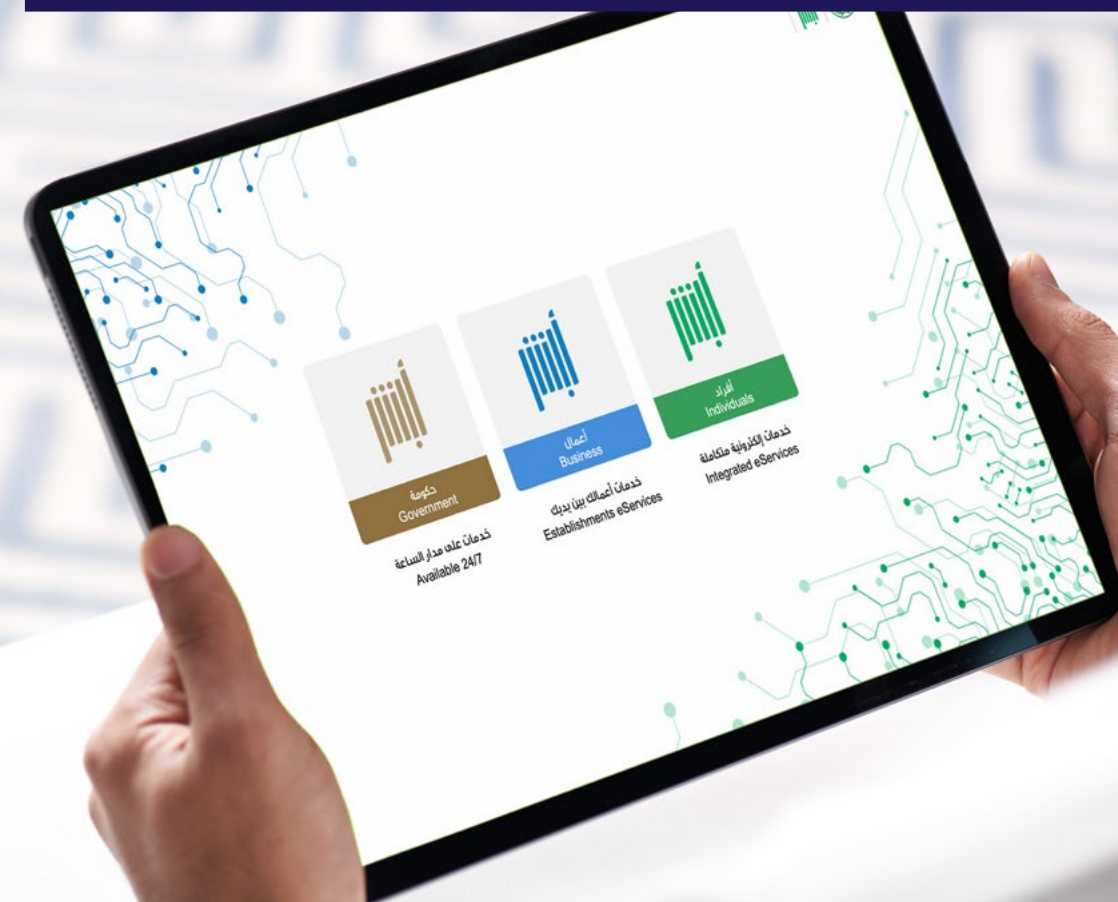
By using Absher, especially users from remote areas or with limited mobility, they benefit in several ways:

- Enhancing the quality of people's lives
- Eliminating the need for paper usage
- Raising the quality and efficiency of government agencies' outputs
- Increasing transparency



In 2023, Absher facilitated more than 221 million transactions and more than 41 million automated procedures. Our next aim is to enable all MOI services to be provided through the platform.

The Digital Experience maturity rating is **more than 89%.**





SUPPORTING THE KINGDOM'S MOST NEEDY CITIZENS

The Citizens' Account Program works by delivering government benefits and financial assistance to eligible recipients in a way that encourages prudent consumption and ensures effective support, thereby enhancing social justice and contributing to the living standards of the neediest citizens. Previously, citizens requiring government assistance had to physically visit different locations to apply for various support programs. This was costly in terms of time and money and inefficient.

As a solution, the Ministry of Human Resources and Social Development collaborated with Elm to design and build a single, unified, digital portal called "the Citizen Account Portal" to achieve the following:

- Enabling quick and easy online access to the program
- Enabling citizens' applications for financial assistance, profiling, and benefit payments to be made digitally



Since its launch in 2017, the portal has successfully facilitated more than **15 million** applications in the Kingdom, processing total payments in excess of **SAR 185 billion**.



ADDRESSING THE RISK OF BUYING USED VEHICLES

Buying a second-hand vehicle can often be full of risk, where fraud is more likely to occur in untrustworthy markets, which can have a serious impact on buyers. At the same time, the shortage of public transport in the Kingdom means there is a huge need for both private and commercial vehicles.

Recognizing these issues, we partnered with more than 20 trusted government and private data sources to develop a new web portal and mobile application called "Mojaz" which help to achieve the following:

- Providing clear, detailed, and reliable information about used vehicles
- Enabling users to make informed decisions
- Avoiding possible fraud and potentially large bills for vehicle maintenance

The service has proven to be hugely popular; many used vehicle sales platforms have asked to integrate Mojaz into their systems to help potential buyers access the service. Elm is now expanding Mojaz's coverage to imported vehicles from Europe, USA, and East Asia, and adding new services such as physical vehicle inspections, insurance, warranties and better leasing offers.



+3 million application downloads



+1 million transactions



+30% of used-vehicle transfers have been completed after information was checked on Mojaz





SUSTAINABILITY AT Elm

Sustainability is embedded in all aspects of our operations, as it is fundamental to nurturing innovation and ensuring robust business growth and continuous improvement. We are committed to conducting business responsibly and ethically by adopting ethical business practices, transparency, and integrity.

ESG HIGHLIGHTS

Ensuring Effective Governance



Amend Elm's by-laws and governance regulations



73% of suppliers are local



28% increase in revenue compared to last year

Enabling A Digital Culture



35% revenue growth in digital business compared to last year



93% increase in investment in research & innovation



83% customer satisfaction

Fostering Our People & Community



16% increase in workforce compared to last year



81% nationalization rate



SAR 1.15 million contributed to community investment

Advancing Environmental Responsibility



Installed automated facets and water-saving sinks



90% of the headquarters building's lighting has been converted to LED fixtures



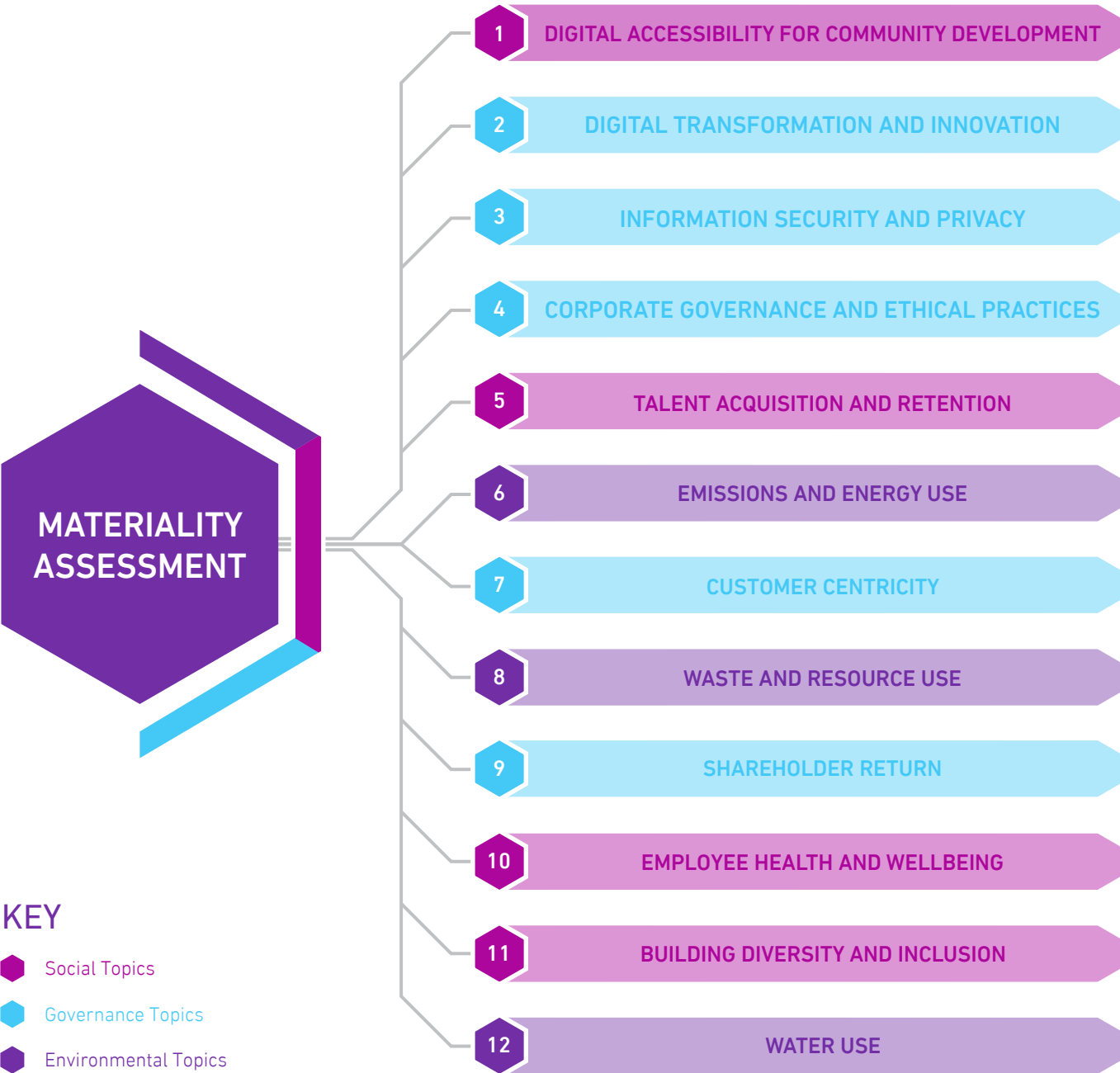
11% reduction in water consumption compared to last year

MATERIALITY ASSESSMENT

In 2023, a materiality assessment was conducted to ascertain the most relevant topics for our business and our stakeholders. Understanding our company’s context is crucial to determining our material topics. We identified the topics by conducting a peer analysis and aligning our assessment with recognized sustainability standards, national and international frameworks, and ESG rating agencies’ requirements.

We evaluated the topics based on our potential and actual impacts on the environment, economy, and society.

The following topics were identified and prioritized as being of material importance to our company. Our internal stakeholders were involved in the validation and review of our first materiality assessment. For more details on material topic definitions, refer to Appendix B.



SUSTAINABILITY FRAMEWORK

Our sustainability framework sets out our approach to driving sustainability across our operations. It is aligned with our corporate strategy, as well as with leading national and international standards and frameworks including the Saudi Vision 2030 and the UN SDGs.

Our framework is built around four pillars, which provide a focus for our sustainability efforts, enabling us to maximize our impact and realize our corporate vision.





STAKEHOLDER ENGAGEMENT

We adhere to principles of openness and transparency, recognizing that active engagement with all stakeholders is paramount in upholding these values. We have identified internal and external stakeholders:



Our internal stakeholders
include the Board of Directors
and employees



Our external stakeholders
include customers, investors,
regulators, vendors, and the
community.

We engage regularly with our stakeholders through a variety of methods including meetings, participation in committees, annual events, our general assemblies, satisfaction surveys, engagement surveys and regular email communication.

For more details on how we engage with our stakeholders, refer to [Appendix C](#).



ENSURING EFFECTIVE GOVERNANCE

Good corporate governance is an essential foundation for any successful, sustainable business and underpins all our business activities. Efficient and effective management structures, openness and transparency, robust risk management and a zero-tolerance approach to bribery, fraud, and corruption are fundamental to the way we operate.

Material Topics			UN SDGs
<div> <div></div> <div>Corporate Governance and Ethical Practices</div> </div>	<div> <div></div> <div>Information Security and Privacy</div> </div>	<div> <div></div> <div>Shareholder Return</div> </div>	<div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div></div> </div>

CORPORATE GOVERNANCE AND ETHICAL PRACTICES

We are dedicated to upholding the utmost standards of ethical conduct in our business operations. As a listed company, we are subject to regulations set by authorities such as the Ministry of Commerce and the Capital Market Authority.

Our internal governance ensures that we remain in compliance with applicable laws and regulations including the Saudi labor law. The following chart sets out the organizational structure of Elm:



BOARD OF DIRECTORS

The highest governing body within Elm is the Board of Directors, which is responsible for the overall direction of the company, overseeing its management, and ensuring Elm’s adherence to the highest standards of governance.

Our Board of Directors comprises six non-executive members and three independent members. Presently, the Board consists of eight male members and one female member. Meetings are held quarterly, with additional sessions scheduled as necessary.

Board Membership	2023	2022	2021
Board members	9	9	6
Non-executive members	6	6	6
Independent members	3	3	0
Male board members	8	8	5
Female board members	1	1	1

BOARD ELECTION

As per the company Articles of Association, the Board of Directors is elected by the General Assembly of shareholders for a four-year term. Any shareholder may nominate themselves or others for board membership, provided that all members are natural persons. The Board of Directors shall appoint a Chairman and a Vice Chairman from among its members and may define their respective competencies and responsibilities, as long as these do not conflict with the company’s Articles of Association and other relevant regulations. The Chairman of the Board of Directors shall not hold any executive positions within the company. The maximum term for the Chairman of the Board, the Vice Chairman, the Secretary, and a Board member shall be equal to the term of the Board membership, and they may be reappointed.

GENERAL ASSEMBLY MEETING

The Invitation: General or Special Assemblies shall be convened by the Board of Directors in accordance with the conditions stipulated in Elm Articles of Association, the Companies Law, and the regulations set by the Ministry of Commerce and the Competent Authorities in this regard.

The Board of Directors shall call for the Ordinary General Assembly to convene within thirty days if requested by the auditors, the Audit Committee, or a number of shareholders representing at least 10% of the Company’s voting shares. The Auditor may also call for the Ordinary General Assembly to convene if the Board fails to issue the invitation within thirty days from the date of the auditor’s request

Attendance: Each Shareholder shall have the right to attend the Shareholders’ General Assemblies. In addition, each Shareholder may authorize another Shareholder, other than the members of the Board of Directors to attend the General Assembly on his behalf in accordance with relevant laws and regulations.

Voting: Each shareholder (having voting rights) shall have one vote for each share in General Assemblies. Cumulative voting shall be used when electing the Board of Directors.

Discussions: Each Shareholder shall have the right to discuss the items listed in the General Assembly’s agenda and to direct questions in respect thereof to the members of the Board and the Auditor in this respect.

Agenda: As per the Corporate Governance of the Capital Market Authority, the Board shall take into consideration the matters that the shareholders wish to list; shareholders holding no less than (10%) of the Company’s shares that have voting rights are entitled to add one or more items to the agenda upon its preparation.

For more information regarding Elm’s General Assembly Meeting, please refer to the Elm Articles of Association.

BOARD AND COMMITTEES TRAINING AND ASSESSMENT

The company ensure that comprehensive orientation programs for newly appointed Board members are in place, encompassing a wide range of critical areas including Elm’s strategy, goals, financial and operational intricacies, as well as the commitments, responsibilities, and rights of Board members.

In 2023, the Board of Directors assigned an independent expert, the Board of Directors Institute (“BDI”), to evaluate the Board and its committees. The evaluation was conducted to pinpoint areas and opportunities for enhancing the Board’s performance and improving its overall effectiveness.

COMMITTEES

In accordance with the Articles of Association of the Company and the Corporate Governance Regulations issued by the CMA, the following Committees are established to support the Board and ensure best practice.

Four Board committees have been established to support the Board and ensure best practice:

- Audit Committee
- Nomination and Remuneration Committee
- Investments Committee
- Risk Committee


For detailed information regarding the Committee members, their roles and responsibilities, and a record of the sessions held throughout the year, please refer to pages 106 - 110 of the 2023 Annual Report.

ETHICS AND INTEGRITY

CODE OF CONDUCT

All employees are guided by Elm’s Code of Conduct, adherence to which is mandatory. The Code is designed to ensure compliance with legal requirements, statutory regulations, contractual obligations, workplace ethics and other appropriate best practices.

Moreover, the Code articulates our clear commitments to anti-corruption, bribery, fraud, and anti-competitive behavior, details confidentiality requirements around sensitive information, and incorporates rules for workplace behavior to protect employees from harassment or discrimination. Employees are required to sign a disclosure agreement accepting the Code of Conduct every year. All new employees receive training on the Code upon joining our company.



100% of employees signing Code of Conduct declaration

WHISTLEBLOWING POLICY AND GRIEVANCE MECHANISM

We have a robust Whistleblowing Policy to ensure that employees can report any suspected breaches of the Code or misconduct and unethical behavior safely and anonymously. We have established a formal grievance mechanism, whereby grievances can be submitted by email and thoroughly reviewed by our Grievance Committee. Every employee who raises a grievance receives a reply with the Committee’s decision, and the activities of the Committee are reported annually to the CEO.



ZERO incidents of corruption

HUMAN RIGHTS

Elm is committed to upholding all human rights as recognized by the Saudi Labor Law. Elm or an employee of Elm may not undertake any act that infringes upon the freedom of the other or the freedom of other workers or employers to realize any interest or impose a point of view that conflicts with the freedom of work or the jurisdiction of the competent authority in charge of the settlement of disputes.



CONTROLLING AND ACCOUNTABILITY

RISK MANAGEMENT

We ensure a standard and consistent approach to managing risks across our company, which is aligned with international best practices and in compliance with all external regulatory bodies and mandates in the Kingdom.

Risk management is integrated throughout our business processes and culture. Our Risk Committee ensures the adoption of the highest standards of risk management governance, including the ISO 31000 – Risk Management guidelines and the Ministry of Communication and Information Technology (MCIT) guidelines. The Committee oversees the implementation of our risk strategy, risk appetite, and risk management policies and monitors and reviews our overall risk management system. Our risk management function is aligned with the Institute of Internal Auditor's (IIA) three lines model. It is separate from our business units and sectors and performs its activities as a control function at the second line of defense, which involves overseeing and supporting operational units, ensuring risks are identified, assessed, and managed effectively.

Our risk assessment process incorporates ESG risks, with particular emphasis on environmental risks. Environmental risk assessments are conducted for all premises and reported on a periodic basis. Other ESG categories covered by the risk assessment include:

- Health, safety, and security
- Customers
- Governance
- Regulatory and compliance
- Human resources
- Culture
- Integrity

Treatment plans for ESG risks are agreed with the first-line risk owners (Directors and Vice Presidents), and are designed to either mitigate the risks or capture the opportunities presented. The treatment plans are then monitored and reported to the executive management and Risk Committee on a regular basis.

We have identified the below key risks in 2023, and highlighted how we respond to each based on our established treatment plans.



EMPLOYEES

TALENT MANAGEMENT

Succession challenges and the ability to attract and retain top talent in an increasingly competitive talent market presents a risk in successfully achieving Elm's long-term transformation objectives.

OUR RESPONSE

We continually monitor talent and workforce-related risks and provide competitive benefits as well as retention incentives for top performing talents. Our succession planning program supports Elm long-term strategic and business objectives.



CULTURE

EMPLOYEE ENGAGEMENT

A negative work culture and limited employee engagement presents risks that may result in loss of employee morale, loss of productivity and impact the mental health of employees.

OUR RESPONSE

We prioritize a culture of transparency, collaboration, integrity, and trust, considering our human capital as our greatest asset.



STRATEGIC

INCREASED COMPETITION

A rapidly changing market landscape within the industry may pose challenges in successfully achieving long-term business objectives.

OUR RESPONSE

We aspire to be the leader in state-of-the-art technologies by adopting a culture that inspires innovation. We have been growing and developing our in-house Research and Development capabilities while developing synergies with start-ups, leveraging talent in the local and international markets, and partnering with leading players to maintain our competitive advantage.



DATA PROTECTION & PRIVACY

MAINTAINING DATA PRIVACY

Managing data privacy can become a big challenge in face of rapid growth in data volumes, use of AI/Gen AI solutions and the growing role of third-party cloud and service providers.

OUR RESPONSE

We established robust data security measures and access controls to safeguard data confidentiality and integrity at all times. Moreover, a comprehensive data protection and privacy framework, compliant with government regulations, is in place to ensure the protection and privacy of personal information.



CYBERSECURITY

THREAT MANAGEMENT

The prevalence and continuous rise of advanced persistent threats requires organizations to regularly enhance cybersecurity defense and protection.

OUR RESPONSE

We strengthened our IT landscape with cybersecurity measures to ensure continuous protection of our systems and information against external and internal threats. The security processes and controls at Elm, in compliance with regulatory requirements, effectively mitigate potential threats against the company and its employees, customers and partners.



COMPLIANCE

REGULATORY COMPLIANCE

Increasing regulatory requirements and standards introduce multiple compliance challenges that may increase cost of operations and potentially impact our profitability through penalties or financial liabilities.

OUR RESPONSE

Our governance and compliance function regularly conducts assessments to stay abreast of evolving regulations. Moreover, we have implemented robust compliance monitoring systems and leverage technology to streamline compliance processes and minimize associated costs.



Enhanced risk management maturity

We were an early adopter of the risk management guidelines and requirements issued by MCIT. Adherence to the guidelines improve risk assessment in line with international best practice, enhance collaboration, and increase risk awareness.

We have developed a three-stage project to adopt the guidelines:

1. Reviewing, updating, and developing risk management governance artifacts in consultation with stakeholders.
2. Conducting comprehensive risk assessments and preparing an enterprise risk report.
3. Participating in MCIT risk maturity assessment to ensure external validation of our enhanced maturity.

Where possible, we aim to source from local suppliers as part of our efforts to support the local economy and the Saudi Vision 2030. Over 73% of our suppliers are local and the number

nearly doubled in 2023 due to the expansion of Elm's projects. The percentage of spent on local suppliers rose to 97% in 2023, up from 95% in 2022.

Supply chain management and audits	2023	2022	2021
Total number of suppliers	1,508	766	432
Total number of local suppliers	1,103	565	314
Percentage of local suppliers (%)	73%	74%	73%
Spend on suppliers (SAR million)	2,870	2,082	1,859
Spend on local suppliers (SAR million)	2,785	1,972	1,730
Spend on local suppliers (%)	97%	95%	93%

INTERNAL AUDIT

Our Internal Audit Department is responsible for developing policies governing compliance with regulations related to ethics, sustainability, and social responsibility. Additionally, it conducts routine audits within our operations to assess compliance levels and identify any areas requiring improvement. As a digital solutions company, our internal audit process is particularly focused on ensuring data security, privacy compliance, and adherence to industry standards in technology and digital innovation. This approach helps maintain the integrity of our operations and reinforces our commitment to ethical business practices and sustainability.

SUPPLY CHAIN AND LOCAL CONTENT

Our Code of Conduct addresses sustainability considerations in our supply chain. We require all suppliers to uphold the human rights of workers and treat them with dignity and respect as understood by the international community. We require suppliers to create and maintain safe working conditions and healthy working environments for all their workers. Our Code also sets out the procedures of non-compliance with our requirements, and the Internal Audit Department carries out periodic audits of our procurement process.

We contribute to the Local Content Concept initiated by the Local Content and Government Procurement Authority, and have a Local Content Enforcement Policy in place.

We play a role in conserving expenditure on purchases within the Kingdom. This is achieved through the development of local capabilities and the creation of job opportunities, thereby supporting the national economy. Each year, there is an improvement in the Local Content score. This score rose from 62.68% in 2021 to 63.83% in 2022*. We have various initiatives to strengthen our relationships with vendors and suppliers. Vendor Day events are organized to enhance engagement between vendors and project managers. Alongside this, regular Supplier Surveys are conducted to refine communication and streamline processes such as registration and invoicing. Additionally, the Vendor Summit offers interactive system training sessions tailored to vendors' needs.

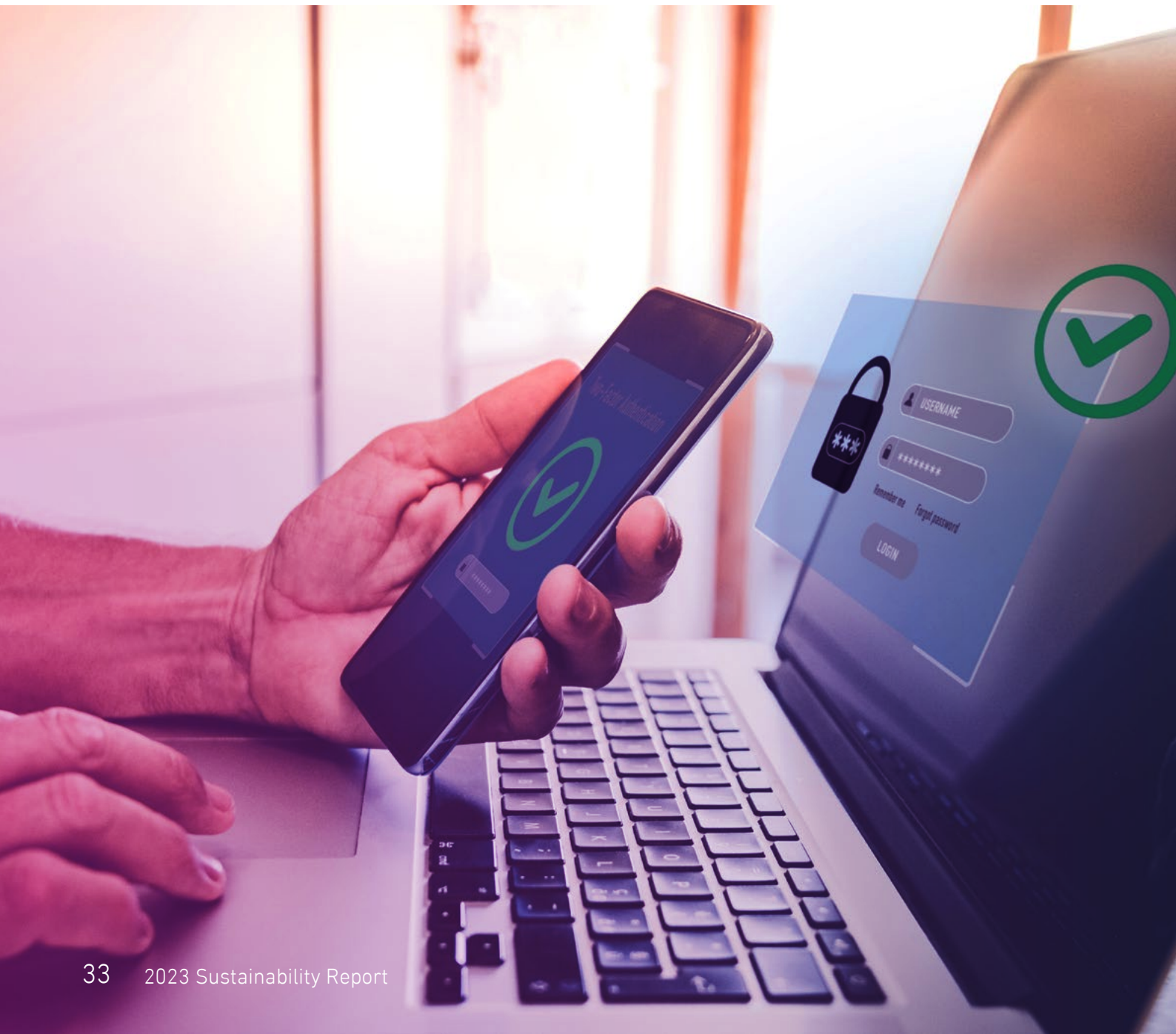
*The score for 2023 will be released in 2024.

INFORMATION SECURITY AND PRIVACY

The privacy and security of information is of the utmost importance to us. We have a Service Privacy Policy which clearly articulates our commitments to maintaining data privacy and security. We are ISO 27001 certified and are aligned with the National Cybersecurity Authority’s (NCA) ECC standards for data encryption. We conduct annual assessments and cybersecurity stress tests as per the Personal Data Protection Law (PDPL) to evaluate the security of our IT infrastructure and to detect any possible risks and vulnerabilities.

We engage regularly with the NCA regulator to ensure we are compliant with all requirements and standards and provide quarterly training to employees.

The strength of our systems was underlined in 2023 when, despite a 35% increase in the number of attempted cyberattacks to more than 100 million, we successfully prevented any actual cyberattacks from taking place.



SHAREHOLDER RETURN

We implement a responsible approach to creating financial value for our shareholders and investors. Our strategy is based on sustainable expansion of our market presence, which has delivered great financial results for our business. Our revenues grew by 28% during the year to SAR 5,898 million, while gross profit reflected a value of SAR 2,351 million, with a rise of 25% from 2022.

The increase was driven by the expansion of our customer base and transaction volume throughout the year, the introduction of new services, and the acquisition of new customers in our Projects Division.

Revenues (SAR million)	2023	2022	2021
Digital business	4,255	3,152	2,102
Business Process Outsourcing	1,479	1,301	1,635
Professional Services	164	153	90
Revenue Total	5,898	4,606	3,828

Economic performance (SAR million)	2023	2022	2021
Gross profit	2,351	1,886	1,323
Total operating expenses	(1,000)	(913)	(708)
Operating profit	1,351	972	615
Other income/expenses	123	51	34
Net profit before zakat	1,473	1,023	649
Zakat	(117)	(93)	(82)
Net profit	1,356	930	567
Dividends*	543	388	232.8

*Elm announced to distribute cash dividends of SAR 310.79 million for the second half of the year 2023, which was paid in the first quarter of 2024.



ENABLING A DIGITAL CULTURE

As one of the leading companies in the Kingdom in IT solutions, we see digitalization as a force for positive change. Our vision is to pioneer a digitally transformed future in which innovation and technology drive positive environmental impact, foster social inclusion, and uphold strong governance. By integrating digital strategies with sustainability principles, we can help shape a future in which innovation is leveraged for responsible business practices and sustainable growth.

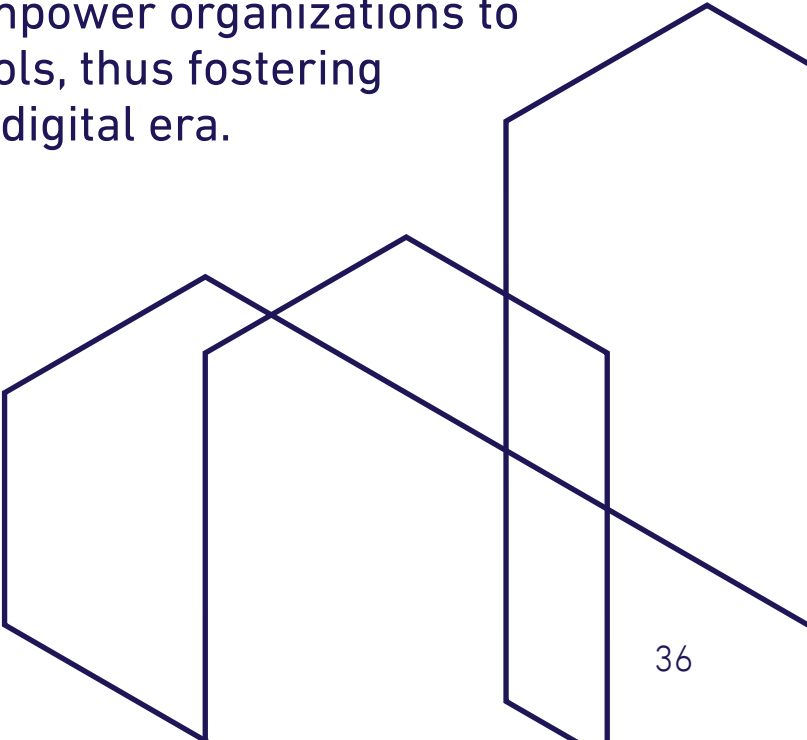
Material Topics		UN SDGs
<div> </div> <div>Digital Transformation and Innovation</div>	<div> </div> <div>Customer Centricity</div>	<div> </div>

DIGITAL TRANSFORMATION AND INNOVATION

We are one of the national leaders in the provision of digital software solutions to private-and public-sector organizations, and the wider Kingdom society. Prioritizing research and innovation, we deliver digital products, omni-channel platforms, as well as professional and specialized solutions and services.

We also offer comprehensive outsourcing of business operations to fulfill customer requirements. By helping to build the Kingdom's connectivity and digitalization, we drive enhanced value and opportunities for all.

Embedded in Elm’s business model is digital transformation and innovation. Our provision of customized software solutions leads to enhanced operational efficiency and competitiveness for our clients. With a focus on scalability and user-centric design, we empower organizations to seamlessly integrate digital tools, thus fostering growth and success in today’s digital era.



DIGITAL BUSINESS

The Digital Business witnessed a remarkable 35% revenue growth in 2023 compared to 2022. Digital Business has two strands:

DIGITAL PRODUCTS

Our Digital Products sector is committed to leading technological advancements and setting the standard for ethical and environmentally conscious business practices. We take a systematic approach to support the digital transformation of the public sector, enabling organizations to modernize processes, enhance service delivery, improve overall efficiency, and

- Digital Product
- Digital Projects

promote environmental sustainability. We prioritize inclusive design, ensuring accessibility for all beneficiaries, including those with disabilities, to promote social inclusion. Our products also enhance information security and privacy, protecting both individuals and organizations.



Throughout 2023, the Digital Products sector launched six data-driven products, making a significant contribution to our company’s revenue streams.

We also successfully introduced several digitalized solutions with environmental and social benefits. To name a few:

- **NashraTech** is a platform that provides an integrated solution to convert medication leaflets from paper to a more environmentally friendly electronic format. This allows patients to access information and pharmaceutical companies to edit and update information more easily.
- **The Kashf application and Tasreeh platform**, both addressing water-related issues, are discussed in further detail within the Water Use section of the report.

Throughout 2023, the Digital Products sector **launched six data-driven products**, making a significant contribution to our company's revenue streams.

Digital Products	2023	2022	2021
Number of digital products	33	31	31

33 digital products were offered in 2023

DIGITAL PROJECTS

Our Digital Projects sector provide the following:

- Assisting organizations to enhance their operations, products, and services through the adoption of digital technologies.
- Delivering new digital offerings such as smart cities technology, artificial intelligence applications, robotic process automation, and managed services that achieve technological innovation and sustainable business development.
- Helping customers make their technologies, services, and information more widely accessible to users in their communities, including individuals with disabilities, disadvantaged groups, and those with limited access to technology.

Automating company processes
We have collaborated with the Ministry of Hajj and Umrah to automate the registration processes for Umrah companies and manage their qualification and licensing requirements. Previously, representatives from Umrah companies would physically visit the Hajj and Umrah Information Center to submit original and duplicate documents for verification. We have designed a new system to enable the uploading and processing of compliance-required documents without the necessity of physical presence. This reduces both the use of paper documents and the need for transportation, thereby preserving resources and reducing emissions.



Several of our national programs bring about positive social impact such as the following:

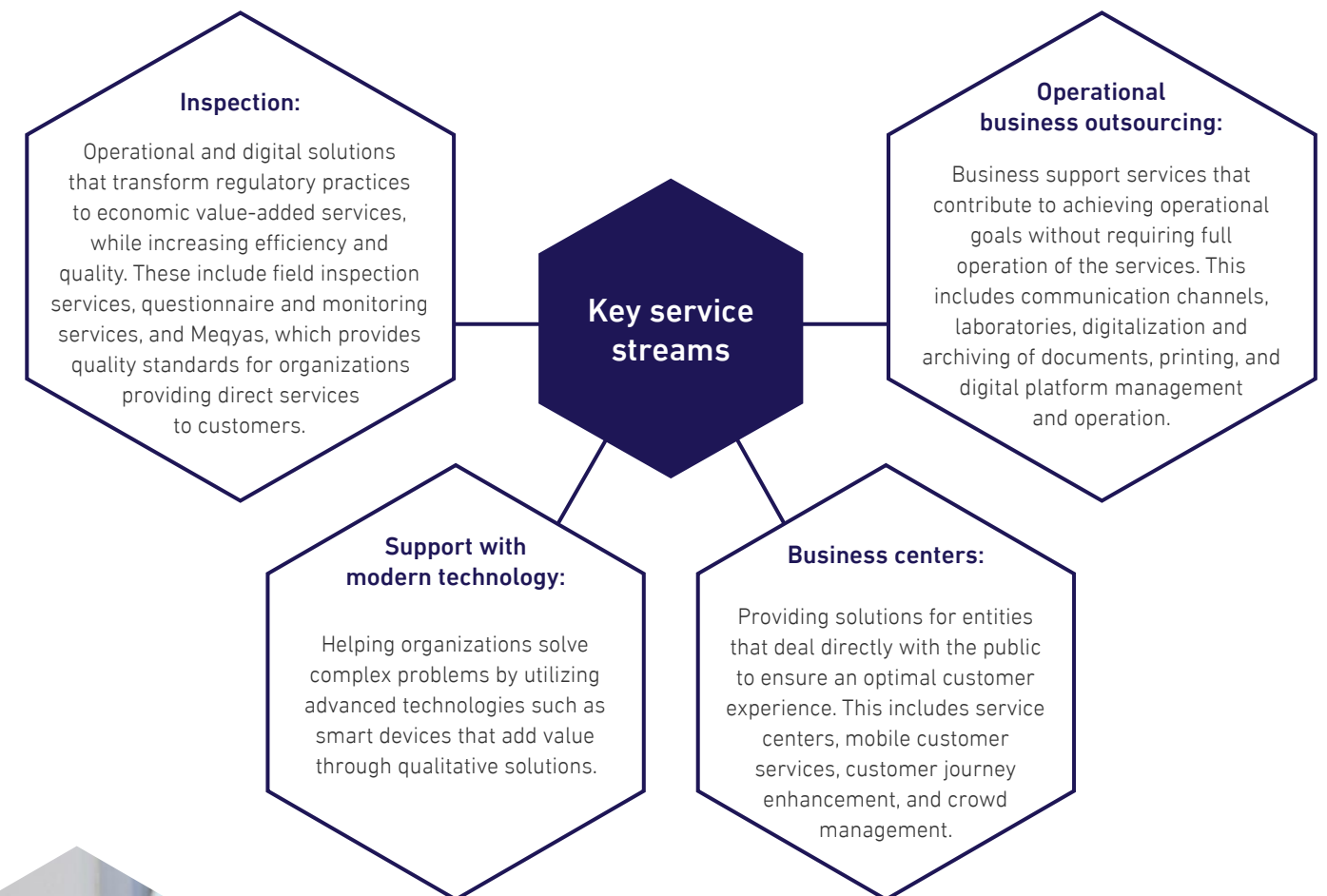
- Ministry of Environment Water and Agriculture Project**
 Our Ministry of Environment Water and Agriculture project integrates electronic services to facilitate the submission of applications for agricultural aid and rural development. This helps speed up decision making at the Ministry, benefiting the recipients of the aid.
- The National Employment Portal Project “Taqat”**
 The portal collects and updates government data on university graduates. This data then feeds into the National Employment Portal, Taqat, which verifies the graduates' eligibility for assistance as job seekers.
- Trust Funds for Minors and their Counterparts Projects**
 We are also working with the Wilayah General Commission for Guardianship of Trust Funds for Minors and their Counterparts (Wilayah-Faz) to establish an electronic system, adopting web technology, that enables the Authority to work on behalf of Trust Fund beneficiaries. The system will verify the Authority's registration as a client for the minor, manage the minor's file, upload relevant documents, and handle deposit and disbursement requests, expenses, and financial statements.

- Automation Projects**
 We partner with Awqaf to operate and develop their systems and electronic services and provide them with the needed technical support. This includes all phases of systems development, from requirements gathering and analysis, through design and development to quality control testing. We are also building an interactive judicial system platform for the Board of Grievances to digitally transform and automate litigation processes.

BUSINESS PROCESS OUTSOURCING

Our Business Process Outsourcing delivers services that help private sector and government entities successfully achieve digital transformation. From our experience of transforming government sectors into e-government, we noticed that such sectors needed more than basic technical services, as there are difficulties and complexities within their operational environments that required tailored solutions.

To address this need, our Business Process Outsourcing sector has developed unique services based around four key service streams:



National Support Platform to enhance social impact

The introduction of the National Support Platform has significantly enhanced social impact by providing Saudis with a unified digital gateway to access all social security programs “Dhaman”. Social security programs are public service programs that aim to promote equity and opportunities for citizens and ensure that benefits are disbursed to deserving citizens.

In the past, citizens had to physically go to different places to apply for the various programs. The Saudi Arabian government decided to come up with unified support program where citizens' applications, profiling and benefits disbursement can be done digitally.





Ejadah – improving food safety

Food safety standards and inspection protocols are crucial for protecting public health. To promote food safety, we have developed an inspection system called Ejadah.

The system covers every business involved in food services in the Kingdom. Inspection visits are scheduled at the food service facilities, and the system creates inspection reports using a checklist approved by the local municipality authority. The authority also reviews the reports and issues any necessary sanctions or penalties for infractions, which Ejadah automatically sends to business owners.

Developing new healthcare standards

The Ministry of Health – Healthcare Services in AlUla project aims to improve health care services in the Governorate.

AlUla is a popular destination for visitors and travelers, but that can also mean additional numbers of people requiring healthcare facilities. The project works with healthcare operators and other key stakeholders to ensure that healthcare sites in Al-Ula are fully prepared for increased patient numbers at peak times of the year.

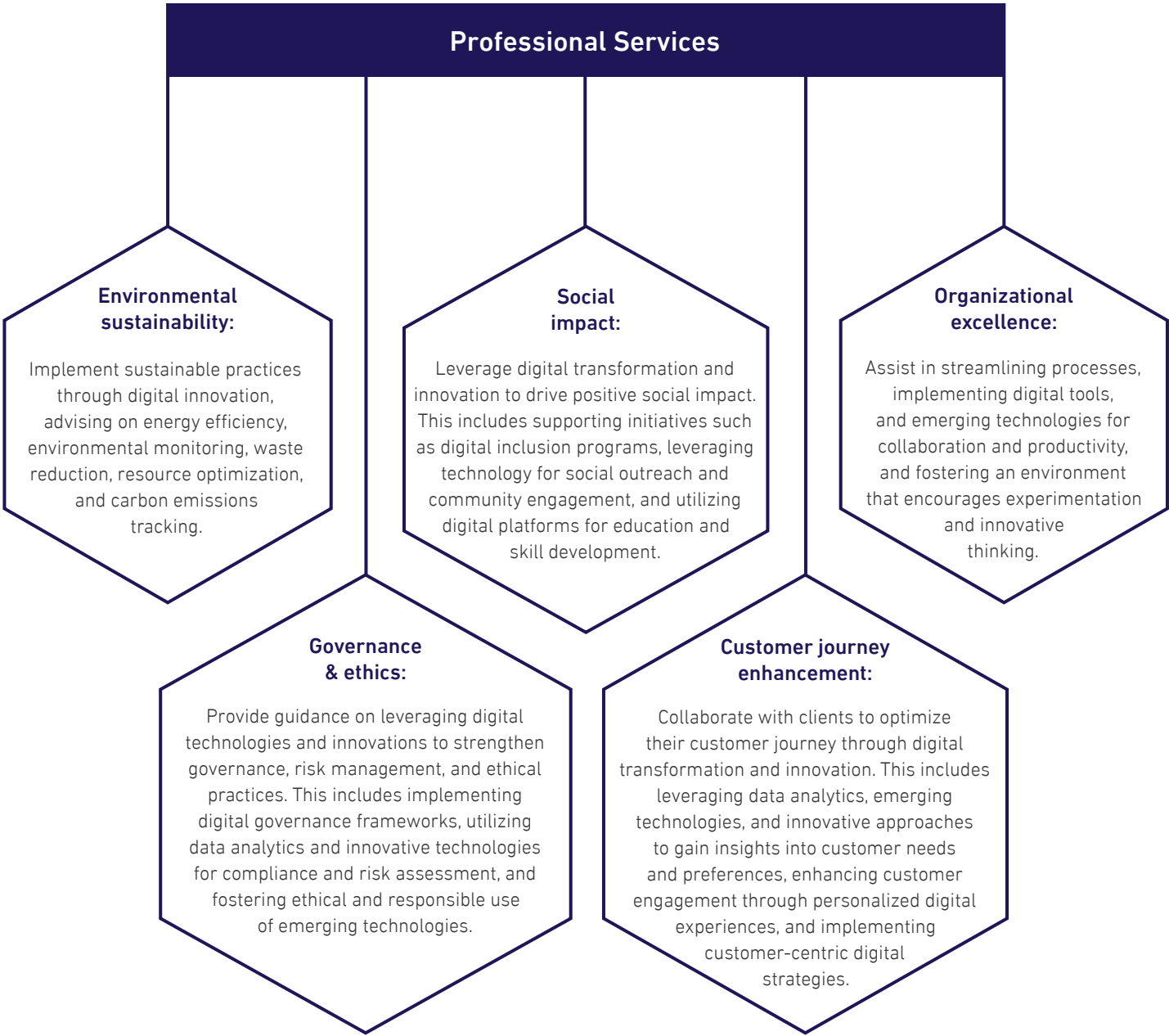
It also provides expert resources, front-line staff, and integrated solutions to improve the patient experience and operational efficiency. In doing so, the system brings a new standard of care in terms of the patient experience and quality of service.



PROFESSIONAL SERVICES

Our Professional Services help clients understand future challenges and identify obstacles that may hinder the application of new work methods. This enables the development of a clear work plan with defined, achievable objectives. It does this through two departments: Data Analytics and AI, and Consulting.

- The Data Analytics and AI Department** supports business performance and decision-making processes by understanding business requirements and performance measurement indicators, and delivering data analytics, machine learning, and AI services through an integrated analytics platform. With the help of a specialized team for data modeling and AI development, decision-makers are provided with precise insights that go beyond descriptive analytics to diagnostic, predictive, and prescriptive analytics.
 - The Consulting Department** provides strategic guidance and expertise to clients in their pursuit of organizational excellence, sustainable growth, digital transformation, innovation, enhancing the customer journey, and corporate strategy.
- Professional Services makes a significant contribution to our customers in several key areas:





Promoting environmental sustainability across different sectors

We offer customers a variety of tools to tackle their environmental concerns. These tools encompass enhancing supply chain management through traceability systems, blockchain technology for transparent sourcing, and logistics optimization to minimize carbon emissions and waste.

Additionally, we establish platforms for resource sharing, implement smart waste management systems, and facilitate product reuse and recycling via digital marketplaces. Our offerings include digital solutions for energy management such as smart grids, energy management systems, and demand response mechanisms.

Through our partnership with the Saudi Transportation General Authority, we create AI solutions for identifying market issues in the Land Shipment sector. Using the gathered data, we propose solutions to enhance shipping operations, decrease emissions, and minimize the sector’s carbon footprint.

RESEARCH AND INNOVATION

Our research team is committed to devising tailored and pragmatic solutions to suit a variety of industries.

Because innovation is at the heart of our business, our Innovation Department spearheads the development of innovative products, services, and solutions aimed at addressing challenges across diverse sectors. The Innovation Pioneers Program welcomes participation from all Elm employees, encouraging creativity and innovation. Participants first receive training in design thinking methodology and can then apply their learning on a practical, work-related project.

We facilitate ideation sessions that generate seeds for ideas that can be adopted by the business, while our Ideas and Challenge Bank is an open innovation platform to which employees can submit ideas for new services or enhancements to existing services.

In 2023, we underlined the importance of research and innovation by increasing our investment in this area by 93% to SAR 33.9 million. This increase encompassed the creation of several proof of concept (POCs), the issuance and registration of multiple patents, and the initiation of the autonomous vehicle (AV) Project in London, UK.

Research and innovation	2023	2022	2021
Investment in research and innovation (SAR million)	33.9	17.6	24.6
Research and innovation budget as a percentage of total company revenue (Percentage)	0.6%	0.4%	0.7%

2023 ACHIEVEMENTS

In 2023, Elm marked significant achievements, such as the publication and issuance of several patents by the United States Patent and Trademark Office (USPTO). Additionally, Elm introduced an AI-based model and computer vision system for Jeddah’s visual pollution project, effectively handling various visual pollution issues and providing training for the relevant department. Furthermore, we solidified agreements with the Ministry of Justice and the Board of Grievances to advance Natural Language Processing (NLP) based technological solutions.



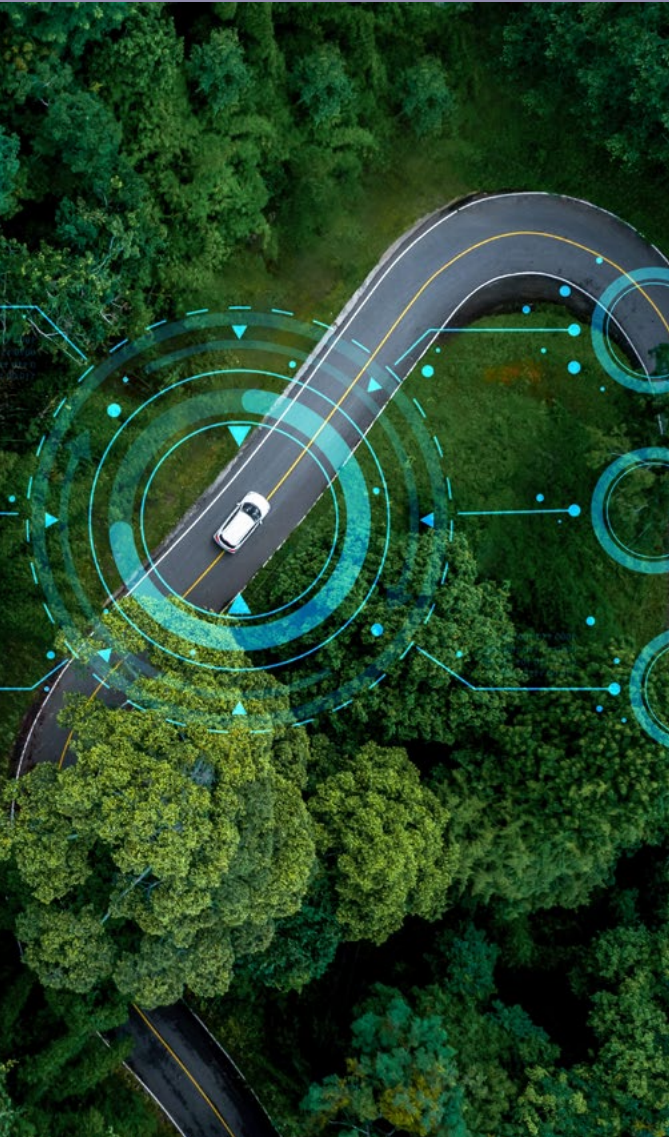
Our investment in research and innovation increased by **93%** with a total of **SAR 33.9 million**

Supporting NRSC in road safety

Saudi’s National Road Safety Center (NRSC) strives to improve road safety standards in the Kingdom through stakeholder coordination, providing the required technical support, and preparing and implementing a Road Safety Data Platform. As part of this, we provided consultancy and data analytics services to the NRSC, enabling the agency to generate information that explains, informs, and drives Road Safety Performance Indicators. Our support includes:

- Data vision
 - Data architecture
 - Data governance
 - Road safety platform benchmarking
- Safety performance indicators
 - Data and analytics platform
 - Road safety applications dashboard

To date, we have achieved several critical milestones, including the delivery of applications such as an interactive crash map, live crash dashboard and a crash prediction Application Programming Interface (API). With the NSRC moving to be a national center for transportation safety, covering land, aviation, rail, and marine transport, we aim to continue our support as its trusted digital partner.



Innovation Pioneers Program

We provide comprehensive training courses designed for specific professions. The Innovation Pioneers Program has been created to enhance employees’ creative confidence and design thinking, foster the generation of innovative ideas, and empower the transformation of those ideas into actionable plans.

Participants are actively involved in a concluding project, requiring them to apply their acquired abilities to address real-world challenges.

Number of program participants	72
Number of program graduates	49

Using AI to improve living conditions

Everyone wants to live in clean, well-managed surroundings, but in busy cities, debris, overflowing bins, water leaks, and other problems can make the streets dirty and cluttered. We are training AI models to proactively recognize such conditions from camera images so that city streets can be more effectively monitored, and issues dealt with more speedily.

By gathering data and recognizing the needs of municipal authorities and businesses, the AI models can be aligned with those needs as part of their training. After successful trials, the models have been deployed in Al-Ula and Jeddah municipalities.

CUSTOMER CENTRICITY

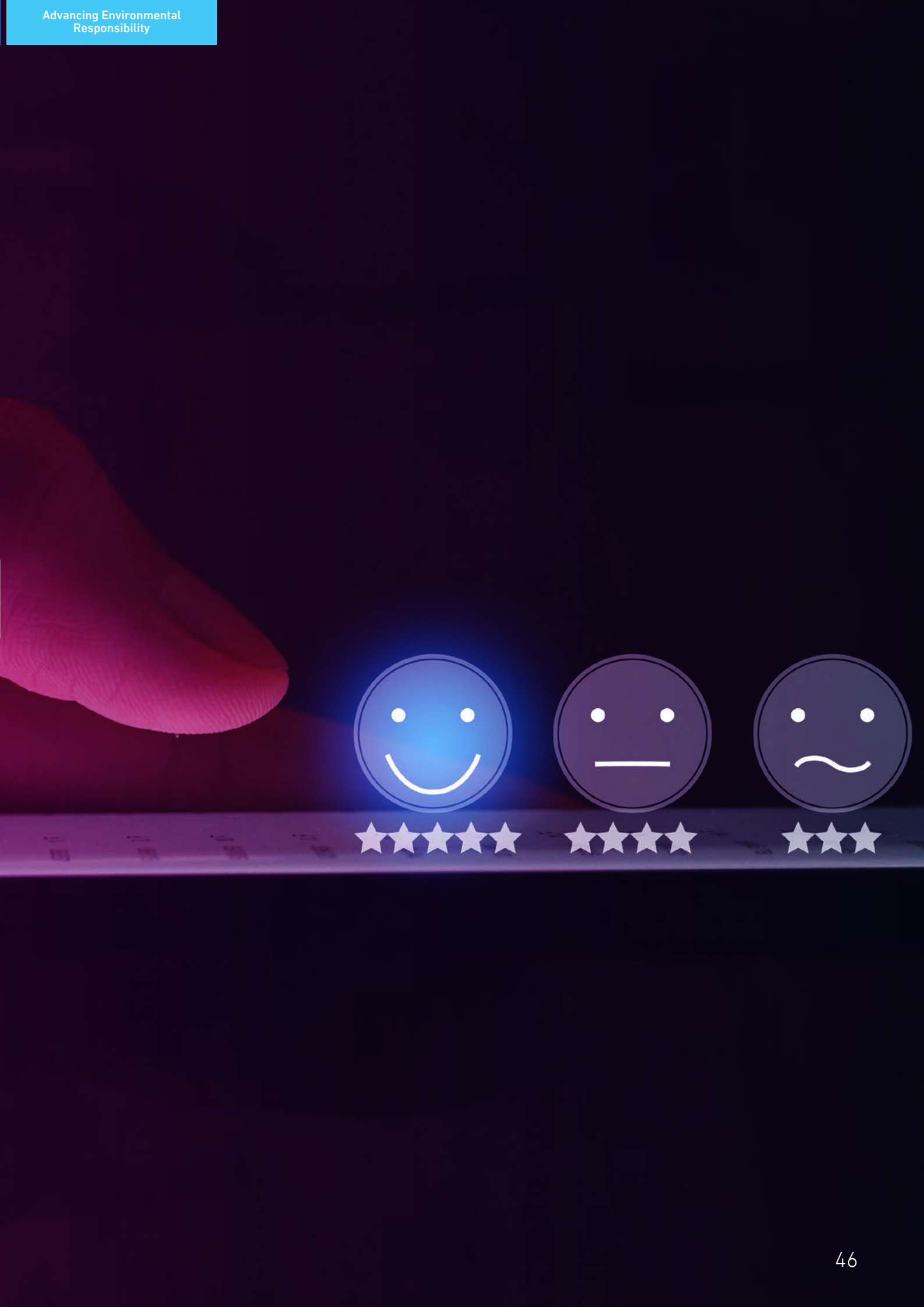
At Elm, we collaborate closely with our customers to optimize their customer journey through digital transformation and innovation. Our aim is to deliver exceptional experiences, ensure customer satisfaction and build long-term relationships. We leverage data analytics, emerging technologies, and innovative approaches to gain insights into their needs and preferences. We enhance customer engagement through personalized digital experiences, offering multiple direct communication channels to gather customer feedback. As a result, we are able to incorporate insights into continuous product enhancement and implement customer-centric digital strategies.

In 2023, our customer satisfaction rating stood at 83% and our complaint resolution level remained at 99%. Our first-call resolution rate rose significantly by 40%. While there was an increase in the number of complaints received, this was not unexpected due to the large number of new products launched during the year.



99% of customer complaints were resolved

Customer satisfaction	2023	2022	2021
Customer satisfaction rating (%)	83%	84%	79%
Customer complaints	45,272	42,037	28,522
Customer complaints resolved (%)	99%	99.8%	99.8%
First-call resolutions	537,155	384,405	249,467





FOSTERING OUR PEOPLE AND COMMUNITY

We strive to build and maintain a workplace in which people can thrive and reach their potential. We prioritize inclusivity, diversity, and the health and wellbeing of our people. As leaders in our field, we aim to attract the finest talent by providing them with stimulating and fulfilling career opportunities.

At Elm, we also recognize our role in supporting the wider community, and particularly widening digital access to enable everyone to benefit from the digital transformation.

Material Topics

Talent Acquisition and Retention

Building Diversity and Inclusion

Employee Health and Wellbeing

Digital Accessibility for Community Development

UN SDGs

TALENT ACQUISITION AND RETENTION

At Elm, we strive to provide outstanding career opportunities in an environment that nurtures and develops people, enabling them to be their best. Our graduate training program helps us to identify and recruit the country’s best young talent each year, ensuring we have a regular intake of the latest thinking and ideas.

Employees receive ongoing training and development to maintain their skillset throughout their careers, and we offer an attractive compensation package.

ELM’S HUMAN CAPITAL

We are committed to building a strong, talented, diverse workforce who are the bedrock of our future success. Our workforce grew by 16% in 2023, reflecting the growth of our company and the expansion of our product range. The percentage of young (18–30) employees also grew in 2023, from 32% to 36%, showing our success in attracting young talent with digital skills and knowledge.

We invest heavily in talent acquisition, organizational development, staff training and development, and effective internal communications to ensure that we not only attract the best talent, but also retain and nurture a highly engaged and motivated workforce.

WORKFORCE SIZE BY EMPLOYMENT TYPE

FULL-TIME EMPLOYEES

PART-TIME EMPLOYEES*

2023	1,705	318	2,023 TOTAL
2022	1,498	248	1,746 TOTAL
2021	1,402	148	1,550 TOTAL

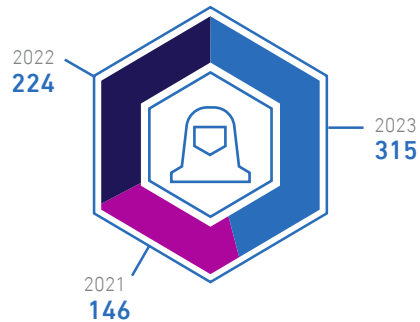
*This includes contractors and consultants

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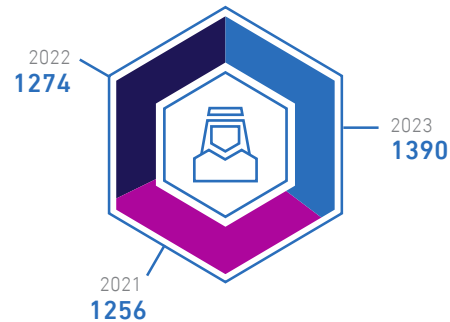


EMPLOYMENT TYPE BY GENDER

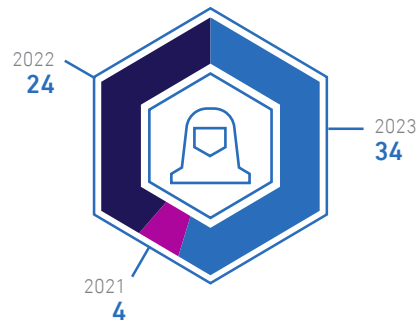
FULL-TIME FEMALE EMPLOYEES



FULL-TIME MALE EMPLOYEES



PART-TIME FEMALE EMPLOYEES



PART-TIME MALE EMPLOYEES



36% of our full-time employees falls in the age range of 18 to 30

Key Performance Indicator	2023	2022	2021
Workforce by employment level			
Senior management	159	149	145
Male in senior management	158	147	143
Female in senior management	1	2	2
Middle management	445	422	439
Male in middle management	426	406	427
Female in middle management	19	16	12
Staff	1,101	927	818
Male staff	806	721	686
Female staff	295	206	132
Workforce by age category			
Workforce by age 18-30	614	474	385
Workforce by age 31-50	1,047	979	977
Workforce by age 51+	44	45	40

Key Performance Indicator	2023	2022	2021
Workforce by gender profile			
Headcount male	1,390	1,274	1,256
Headcount female	315	224	146
Percentage by male (%)	82%	85%	90%
Percentage female (%)	18%	15%	10%
New joiners by gender	348	295	217
New male joiners	232	194	140
New female joiners	116	101	77
Total number of employees who left the organization	131	214	237
Turnover rate (%)*	8%	14%	17%
Male employee turnover	108	202	226
Female employee turnover	23	12	11

*Turnover rate is calculated by dividing the number of leavers over the total number of full-time employees.

TRAINING AND DEVELOPMENT

Training and development are managed by a dedicated team and governed by our Training and Development Policy. We have a thorough evaluation process to identify training needs and deliver training via a range of methods, including classroom workshops (internal and external), online courses, coaching and mentorship programs, and access to relevant learning resources.

We invest significantly in training programs that focus on digital product development, emerging technologies, and current market trends. We have established partnerships with renowned training providers and business schools, and facilitate internal knowledge-sharing sessions, exposure projects, and coaching sessions. Our e-learning platform, Udacity, offers mini-diploma programs in a range of subjects to help employees develop their skills and knowledge.

We recognize that our employees are the reason for our success. So, we invest in our employees in different ways, such as:

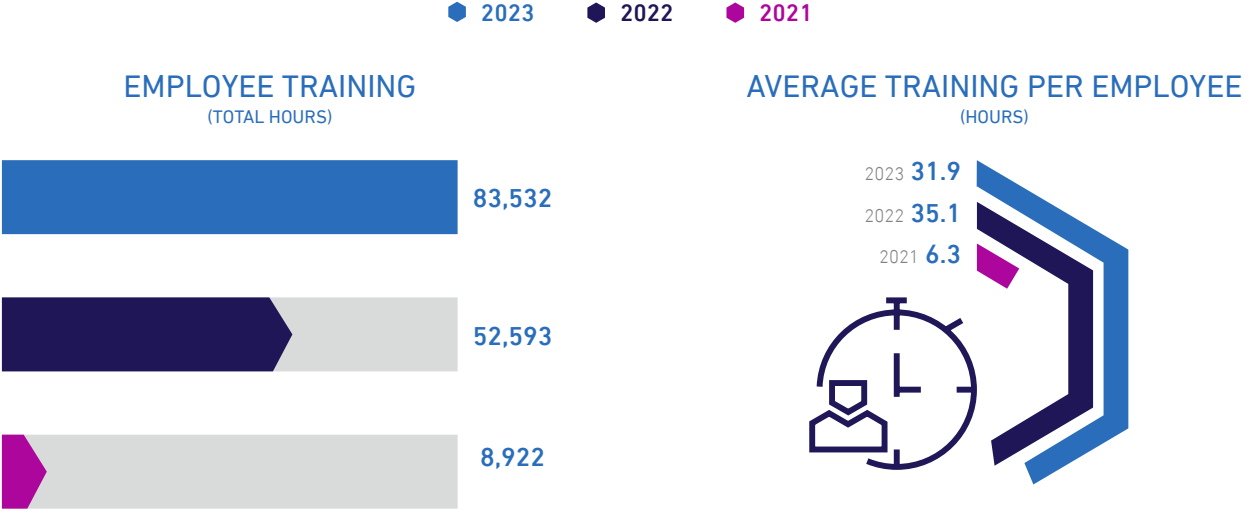
- Leadership Training and Development Programs:**
Invest in tailored training programs for our leaders, aiming to enhance their skills and foster organizational and cultural excellence.
- Academic Certificates:**
Cover bachelor's degree costs for our staff and offer continuing education programs, including support for master's degrees, to foster both personal and company growth.

- Professional Certificates:**
Encourage our staff to stay updated with industry advancements by pursuing professional certifications. Upon successful completion, we offer bonuses to recognize their achievement.
- Training Courses:**
Implement innovative strategies to support training and development. One of the main approaches is a dynamic training program that encompasses both internal and external training courses, along with distinctive training paths.
- Enhancing Knowledge Sharing:**
Encourage our trained employees to lead internal sessions and workshops, fostering knowledge sharing, teamwork, and ongoing leadership development to enhance collective performance.
- Special Training Courses:**
Offer profession-specific training courses, including the Innovation Pioneers program, which boosts creative confidence, fosters design thinking, and transforms innovative ideas into actionable plans.

In 2023, the total training hours provided to employees increased by 59% to 83,532. However, the average training hours per employee slightly dropped to 31.9, down from 35.1 in the previous year.

Training and development by gender (hrs)	2023	2022	2021
Training for female employees	17,168	8,732	1,097
Average training hours for female employees	33.0	38.9	7.5
Training for male employees	66,364	43,861	7,825
Average training hours for male employees	31.6	34.4	6.2
Training and development by category			
Training for senior management	5,056	2,032	656
Training for middle management	21,952	9,728	2,076

TRAINING AND DEVELOPMENT



EMPLOYEE ENGAGEMENT

An engaged workforce is a more productive workforce. We regularly measure employee engagement through our annual Employee Experience Survey, which helps us understand employees' thoughts and insights into their experience of working for our company. Over the past few years, the rate of employee engagement has witnessed significant growth, culminating in a score of 4.13 out of 5 in the 2023 Gallup index. This reflects our endeavor to utilize employee feedback as a basis for cultivating a robust performance culture.

In 2023, we ran a series of educational sessions on employee engagement for department managers, with a particular focus on new managers. The aim was to deepen their understanding of employee engagement strategies and practices. We encourage all managers to conduct meetings with their teams to review the employees' survey results and to collaboratively develop action plans to assist people's growth.

Our performance appraisal and feedback system cover employees' performance, in terms of competencies and achievement against key performance indicators (KPIs), and their contribution to the respective departments and the company. Feedback is provided two to four times a year.

EMPLOYEE VOICE

At Elm, we highly value listening to our employees. We offer various anonymous channels like "Employee Voice," "Maak," and "Report to us" for staff to share suggestions, comments, and concerns, which are then reviewed by the CEO, impartial departments, and committees. Our goal is to address key feedback and foster a supportive work environment. Additionally, we promote dialogue through internal seminars on platforms like "Diwan" and "Yamer," empowering employees to express their opinions to HR about Elm's programs.

HR COMMITTEE

The HR committee, reporting directly to the Chairman and functioning independently from the human capital department, is responsible for coordinating the majority of Elm's ceremonies and events. Through annual elections where employees nominate themselves for various roles, this committee plays a crucial role in overseeing channels like the employee voice, ensuring fairness in numerous activities and contributing to Elm's commitment to employee engagement and well-being.

CEREMONIES AND EVENTS

We foster a dynamic and well-structured work environment through a variety of occasions and initiatives, including:



BUILDING DIVERSITY AND INCLUSION

Diversity brings a range of ideas, perspectives and thinking that helps us better reflect the diverse markets we serve. An inclusive workplace makes everyone feel welcome and able to contribute, regardless of gender, age or race.

The Women's Empowerment Program equips women with the necessary skills to excel in leadership positions.



WOMEN EMPOWERMENT

At Elm, we are committed to increasing the number of female workers, as we believe that both genders should have equal opportunity in the information technology industry. We also strongly seek out and attract experienced females into our company as part of the company's commitment.

Our Women's Empowerment Program supports our goal to create a more inclusive and diverse workplace. The program supports current and potential female leaders through a variety of initiatives, such as Leading by Example, which aims to inspire and equip women with the necessary skills to excel in leadership positions.

Female Employment Focus	2023	2022	2021
Full-time female employees	315	224	146
Part-time female employees	34	24	4





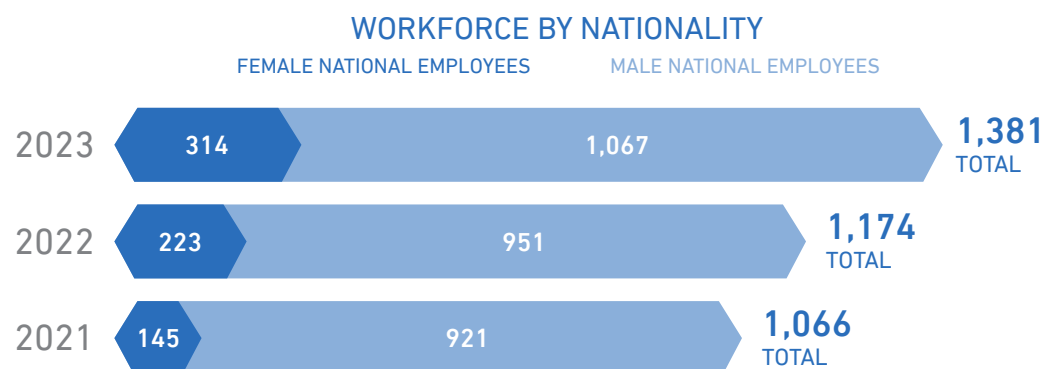
Female Employment Focus	2023	2022	2021
Female national employee	314	223	145
Female in senior management	1	2	2
Female in middle management	19	16	12
Female staff	295	206	132
Female workforce	315	224	146
Percentage female (%)	18%	15%	10%
New female joiners	116	101	77
Female employee turnover	23	12	11

The number of female employees rose by 41%, demonstrating our commitment to female empowerment. We have a goal to increase female representation in our management positions, and the number of females managers rose from 18 last year to 20 in 2023.

The Women's Empowerment Program equips women with the necessary skills to excel in leadership positions.

SAUDI TALENTS

In line with the Saudi Vision 2030, we strive to empower and attract local talent. We aim to increase the number of Saudis among our workforce through initiatives such as company-sponsored training and education programs to national employees. Our nationalization rate continued to grow in 2023, reaching 81% in comparison with 78% in 2022 and 76% in 2021.



Workforce by Nationality	2023	2022	2021
National full time employees in senior management	125	115	116
Number of employees of other nationalities	324	324	336

DISABILITY INCLUSION

We embrace disability inclusion as a fundamental aspect of our organizational ethos. Recognizing the diverse talents and perspectives individuals with disabilities bring, we are committed to fostering an environment of equality, accessibility, and respect.

Workers with disabilities shall have all rights and benefits provided for others, specified under the Saudi Labor Law, its Implementing Regulations, or the establishment's work regulations.

PARENTAL LEAVE

In 2023, all 119 entitled employees took parental leave and 118 of whom returned to work. Among them, 115 employees remained employed 12 months after returning.



We cater for **2** employees with special needs

PARENTAL LEAVE*

2023 2022 2021

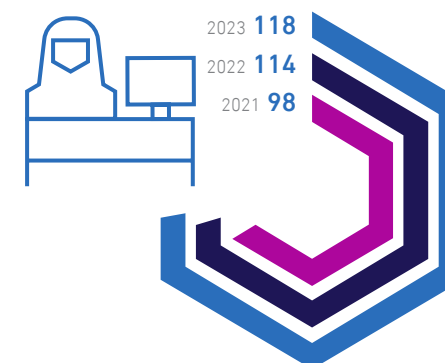
EMPLOYEES ENTITLED TO PARENTAL LEAVE



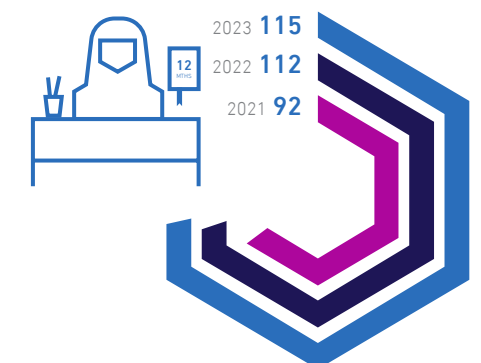
EMPLOYEES TAKING PARENTAL LEAVE



EMPLOYEES RETURNING TO WORK AFTER END OF PARENTAL LEAVE



EMPLOYEES STILL EMPLOYED 12 MONTHS AFTER RETURNING FROM PARENTAL LEAVE



*Male and Female



EMPLOYEE HEALTH AND WELLBEING

The health and wellbeing of our employees is an utmost priority for us. Our dedicated Health and Safety Policy helps to protect employees from workplace-related risks and injuries and sets out duties and responsible, including awareness raising, periodic inspections, analyzing and documenting accidents, and monitoring the application of safety guidelines.

We comply with all relevant safety regulations, including the provision of appropriate equipment and safeguards throughout our premises. Where appropriate, we contract the services of specialized external providers. We provide regular safety-related workshops and ongoing communications to all employees to raise awareness of health and safety issues, accident prevention, and what to do in the event of an incident.

When an accident occur, our Safety Department carries out a full and immediate investigation to identify causes and remedies and prepare a report containing recommendations to prevent a recurrence.

We provide a range of support for employees' wellbeing. Employees, their families and parents are entitled to the following:

- Medical health insurance
- Gym subscriptions
- Gym equipment purchases
- Offer subscriptions to healthy meals

There were no lost-time injuries nor recordable injuries involving employees and contractors in 2023. Health and safety training provided to employees increased by 22% compared to last year.

Health and safety	2023	2022	2021
Employee fatalities	0	0	0
Contractor fatalities	0	0	0
Employee lost-time injuries (Percentage)	0	0	0
Contractor lost-time injuries (Percentage)	0	0	0
Employee total recordable injuries	0	0	0
Contractor total recordable injuries	0	0	0
Health and safety training provided to employees (hrs)	66	54	16

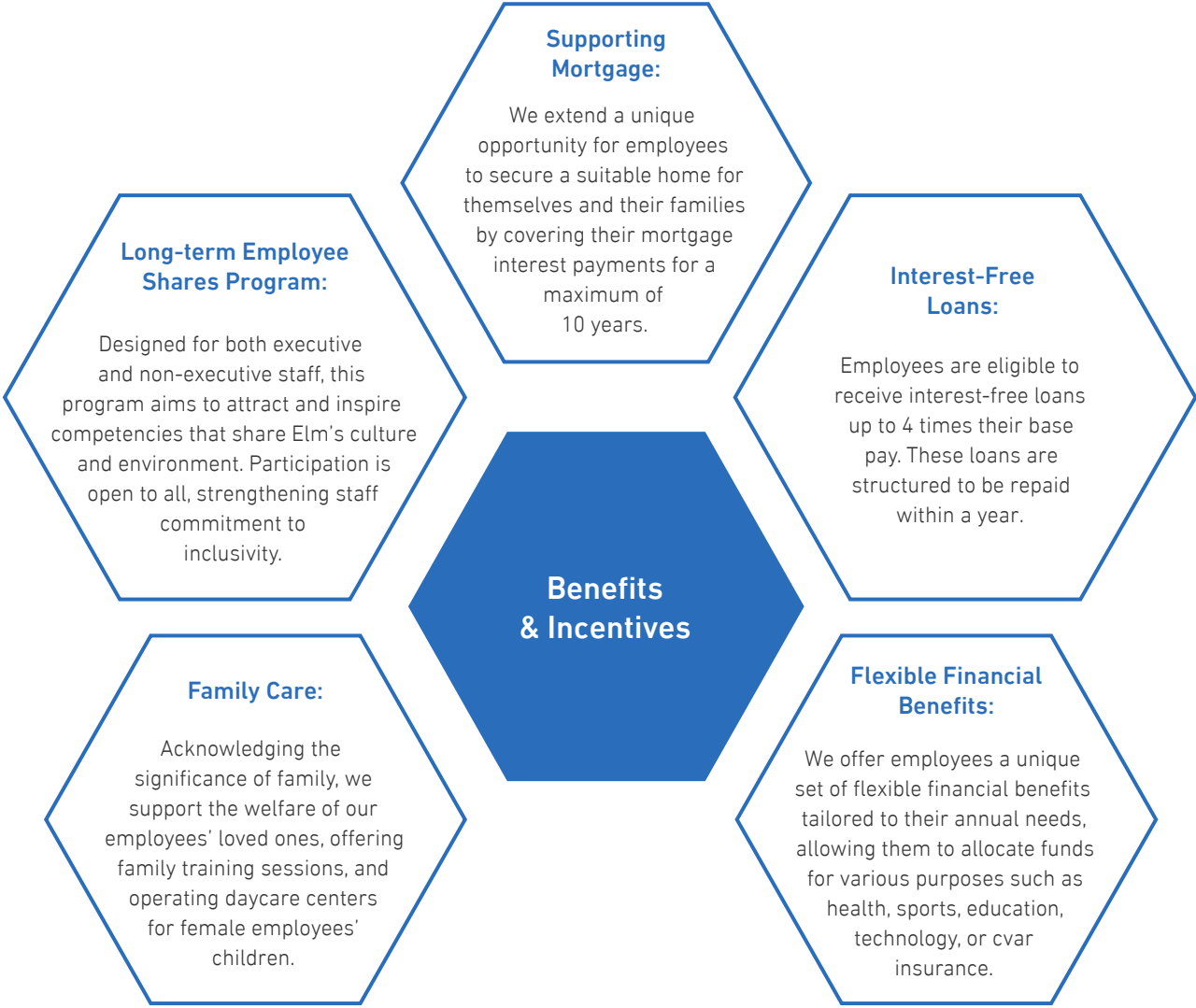
WORK ENVIRONMENT AND CULTURE

Our ability to attract and retain highly skilled individuals is credited to our unique culture and environment. This approach not only fosters an engaging work atmosphere but also boosts employee loyalty and productivity, driving motivation.

In 2023, we won the prestigious "2023 Best Work Environment" award for giant and large organizations in Saudi Arabia from the Ministry of Human Resources and Social Development (HRDS), after competing with 88,000 participating entities.

Moreover, in McKinsey's 2023 Organizational Health Index (OHI) survey, we ranked in the top 10% globally for our work environment among 791 domestic and foreign enterprises, comprising nearly 3 million participants.

We provide financial benefits and incentives to enhance job satisfaction and productivity. Moreover, we regularly review and adjust employee incentives in alignment with market standards, to ensure that our offerings remain competitive. The following are some examples of the benefits and incentives offered:



WORK-LIFE BALANCE

In our commitment to fostering a healthy work-life balance for our staff, Elm promotes resilience and adaptability in both work performance and schedules.

Through our hybrid company strategy, we prioritize productivity, allowing our team members to work from any location they choose.



World Diabetes Day Event

The prevalence of diabetes is growing both globally and in Saudi Arabia. Although it is a serious disease that can have huge impacts on people, it is often preventable. To support World Diabetes Day, we held an awareness event for our employees. The aim was to educate them about the causes of diabetes, especially the negative lifestyle habits that can contribute to the disease, and to encourage healthy habits.



DIGITAL ACCESSIBILITY FOR COMMUNITY DEVELOPMENT

As an active corporate citizen in our community, we aim to make services accessible for everyone, especially people with disabilities and those in under served areas. To fulfil this goal, we engage in a range of CSR activities.

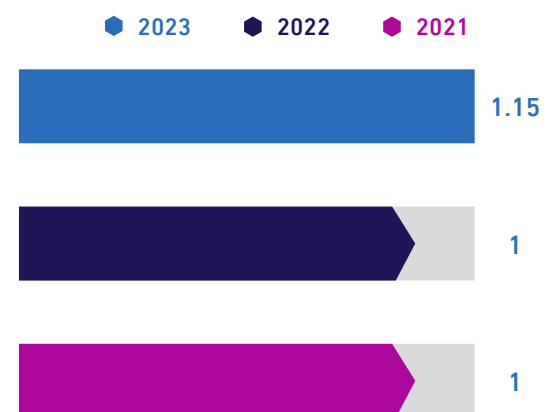
INVESTMENT IN COMMUNITY

To enhance our community work and presence, we developed a CSR roadmap in 2023 and have a Donation Policy in place, which is under the Board's responsibility. Our donations and sponsorships are generally targeted towards areas of innovation, digitalization, and technology. Our total investment in community projects, sponsorships and initiatives increased by 15% in 2023 to SAR 1,150,000.

Our Ehsan Charity Donation Program is now in its third year. Its aim is to utilize data and AI to enhance development projects, partnering with various sectors to strengthen Saudi Arabia's commitment to charitable work and increasing the non-profit sector's GDP contribution. Our donation areas cover a wide range of sectors, including tutorial, social, health, relief, environmental, economic, technical, and others. These diverse categories cater to various needs and initiatives, ensuring a comprehensive approach to charitable contributions and support.

AMOUNT OF COMMUNITY INVESTMENT

(SAR MILLION)



INVESTMENT IN NATIONAL COMPETENCIES

We actively invest in nurturing emerging national talents, focusing on developing their skills and knowledge. We selectively recruit individuals with exceptional qualities to join our workforce.

COOPERATIVE TRAINING PROGRAM

We foster collaborative training across a wide array of majors, partnering with a range of universities, including:

- King Saud University (KSU)
- Imam Mohammed Ibn Saud Islamic University (IMSIU)
- Princess Nourah University (PNU)

DEVELOPING THE BEST GRADUATES

We have launched a graduate development program in response to the strong competition that new graduates face in the job market noting that we're committed to expanding and enhancing the program's effectiveness through innovative learning methods and strategic partnerships. 16 graduates are accommodated per year.

This seven-month program, conducted in collaboration with top training providers and experts, offers a comprehensive full-stack development track. Participants gain both technical expertise and soft skills, preparing them for various roles within the organization.

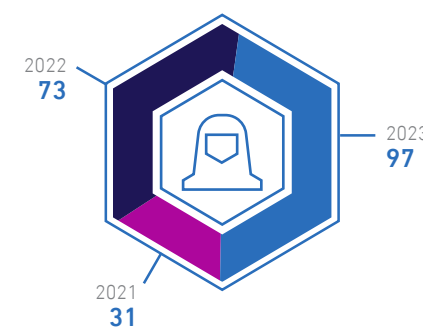
COOPERATIVE TRAINING PROGRAM

2023 2022 2021

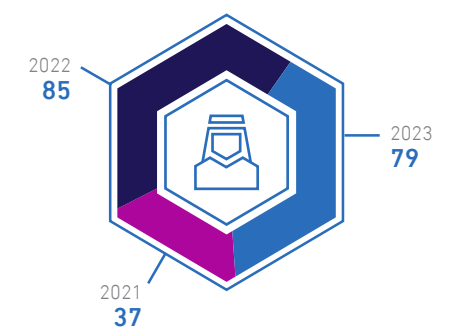
TOTAL NUMBER OF COOP PROGRAM PARTICIPANTS



FEMALE PARTICIPANTS



MALE PARTICIPANTS



MISK PROGRAM

At Elm, our ongoing dedication is evident through our enduring partnerships with educational authorities. These collaborations promote knowledge exchange and facilitate the training and employment of talented individuals within our nation.

MISK PROGRAM PARTICIPANTS

(TOTAL PARTICIPANTS)

2023 2022 2021



CSR roadmap developed a in 2023



CONFERENCES AND EXHIBITIONS

We maintain a strong presence at key recruitment fairs across the Kingdom. In 2023, our company actively participated in significant events to provide employment opportunities that foster the professional growth of young individuals, such as:

- Khatwa Career Fair
- King Fahd University for Petroleum and Minerals Career Fair
- Prince Sultan University Career Expo
- Al-Faisal University Career Expo
- Tuwaiq Academy Career Fair



ADVANCING ENVIRONMENTAL RESPONSIBILITY

Recognizing the pivotal role that businesses play in preserving our planet, as a digital solutions company, we are committed to environmental responsibility. Drawing upon our expertise in digital solutions, we endeavor to lessen our environmental footprint by creating and implementing innovative digital solutions that also contribute positively to our planet.

Material Topics

Emissions and Energy Use

Waste and Resource Use

Water Use

UN SDGs

EMISSIONS AND ENERGY USE

At Elm, we recognize the potential of digitalization in addressing these environmental challenges. Together with our customers, we can make a real and lasting contribution to reducing the Kingdom’s emissions and energy usage – in alignment with the goals set forth by the Saudi Vision 2030.

We are incorporating greener solutions into our products in a variety of ways. We are developing analytics solutions for customers that focus on carbon emissions, such as:

- Tracking environmental trends and impacts:**

This will facilitate more efficient energy usage and reduce emissions across a range of applications and sectors. For example, the use of blockchain technology in supply chain management can lead to better optimization of logistics and transportation by improving transparency, efficiency, traceability, security, and collaboration across the supply chain ecosystem.
- Digital Solutions for Energy Management:**

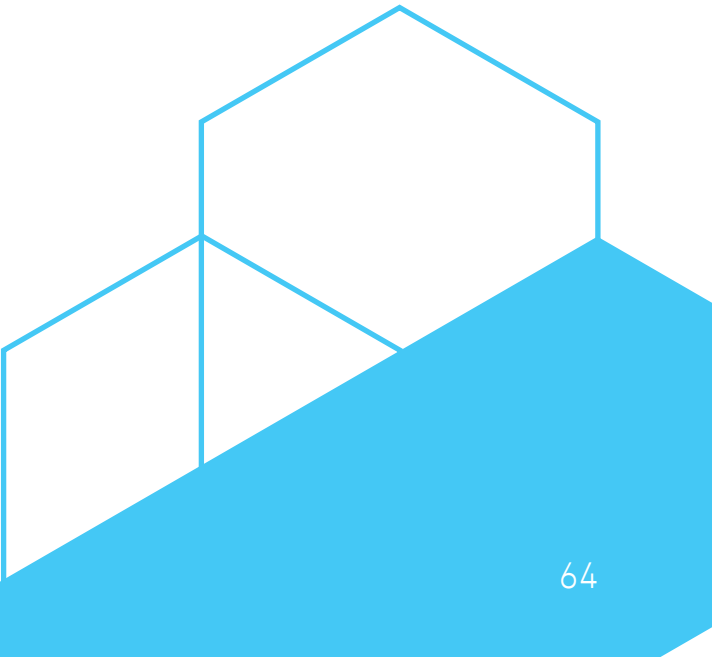
The digital transformation of cities into smart cities and our Internet of Things (IoT) based systems are expected to lead to more efficient resource management. Similarly, we provide digital solutions for energy management, such as monitoring systems and demand response mechanisms, which can help optimize energy usage and reduce overall energy consumption.
- Reducing Reliance on Physical Visits:**

Some of our provided services, including the platforms Absher, Amn, Salamah, Zawil, Efada and others; streamline government processes by digitizing operations and reducing reliance on physical visits. They enhance efficiency and simplify the process of submitting applications remotely. By eliminating paperwork and the need for physical presence, these platforms contribute to environmental sustainability by minimizing carbon emissions and reducing paper usage.

ENVIRONMENTALLY FRIENDLY SOLUTIONS

We transitioned 90% of our headquarter building lighting to LED fixtures as part of our operational enhancements. Electricity consumption increased by approximately 12% compared to last year primarily due to the return of employees to the offices and the restoration of full operations. Additionally, total fuel consumption rose by 60%. On the other hand, electricity purchased for consumption amounted to 8,500 kWh in 2023, representing a slight decrease of approximately 6% compared to 2022.

Energy consumption	2023	2022	2021
Electricity consumption	2,354,363	2,111,547	1,980,082
Total fuel consumption (diesel)	800	500	500





Our total greenhouse gas (GHG) emissions increased to 1,339 metric tonnes of CO₂eq in 2023 compared to almost 1,201 metric tonnes of CO₂eq in the last year. We observed a slight decrease in GHG emissions intensity reaching 0.79 in 2023, due to the increased number of workforce.

GHG emissions (Metric tonnes CO ₂ eq)	2023	2022	2021
Direct GHG emissions (Scope 1)	2.13	1.33	1.33
Indirect GHG emissions (Scope 2)	1,337.28	1,199.36	1,124.69
Total GHG emissions	1,339.41	1,200.69	1,126.02
GHG emissions intensity (Metric tonnes CO ₂ e /employee)	0.79	0.80	0.80

WASTE AND RESOURCE USE

In today’s world, where population growth and urbanization are on the rise, effective waste management has become paramount to mitigate environmental pollution, conserve resources, and protect public health.

We aim to minimize waste (including electronic waste) and achieve efficient resource use across our operations.

RESPONSIBLE DISPOSAL PRACTICES

We adhere to relevant local, national, and international regulations governing the disposal of electronic equipment and e-waste, including disposal bans on certain electronic devices and hazardous materials. We partner with certified e-waste third parties who follow environmentally sound practices and ensure the safe handling, dismantling, and recycling of electronic equipment.

We also educate our employees about the importance of responsible e-waste disposal and provide guidelines on how to handle and dispose of electronic equipment properly. This helps ensure consistent practices and awareness throughout our company. We encourage our suppliers to adhere to responsible disposal practices and may include requirements for proper e-waste handling and disposal in their supplier contracts.

We conduct periodic audits and assessments to evaluate our e-waste practices to ensure compliance with regulations and identify areas for improvement. When we no longer have a need for IT equipment or upgrade our equipment, we seek to donate it rather than dispose of it as waste.

Many of our digitalization products support our customers’ waste reduction efforts, especially through replacing paper-based processes with electronic alternatives. Our Health Solutions platform has enabled pharmaceutical companies to replace physical leaflets with e-versions, which can also be more easily updated.

Managing waste movement

As well as waste generation, the movement of waste has environmental impacts due to transport emissions and cleanliness. As part of our new Digital Strategy and offerings, we have developed a platform to monitor and control the management of waste movement. Our platform tracks the movement of waste trucks and equipment around cities to ensure quality of service and cleanliness. By automating this process, we are helping waste producers and transporters remove the waste more efficiently and responsibly.

Number of registered companies	216
Number of registered tracks	3,051
Number of waste transported trips	527,000

Naqlat – managing construction waste transportation

Naqlat is a platform that digitizes the management of construction waste transportation, ensuring proper disposal from work sites to landfills. Through integration with multiple systems and modern technological solutions, it aims to reduce random dumping in neighbourhoods, improving environmental aspects such as pollution reduction and disease prevention caused by stray animals. Proper waste disposal also enables resource management through material recycling and reuse.



The total waste generated rose by 3% compared to 2022. All the waste we produced in 2023 was non-hazardous. Although we were not able to recycle our waste in 2023, we are firmly committed to implementing recycling initiatives in upcoming years.

Waste management	2023	2022	2021
Total waste generated (Tons)	40,000	39,000	37,000
Non-hazardous waste recycled (Tons)	0	500	400
Percentage of non-hazardous waste recycled (%)	0	1	1





WATER USE

At Elm, we make systematic efforts to better manage water resources to help ensure their availability for present and future needs.

In 2023, we installed automated faucets and water-saving sinks in our headquarters to reduce water usage and waste. We also regularly educate employees on the importance of conserving water and using it responsibly. Thanks to these and other actions, we were able to reduce our water usage in 2023 by 11%, despite the growth of our workforce.

Tasreeh – supporting sewage management

Tasreeh serves as a centralized platform, supporting the National Water Company in overseeing sewage evacuation operations, sewage tank rehabilitation, and the issuance and renewal of sewage tank licenses. It also enables the monitoring and coordination of additional environmental services related to sewage management, such as sewage water evacuation, transportation, and discharge.

Water consumption	2023	2022	2021
Total water consumption (m³)	5,382	6,060	5,791
Water consumption intensity (m³/employee)	7.5	8.3	7.8



11% reduction in water consumption, despite the growth of Elm's workforce.

Kashf – detecting water leakage to minimize waste

In an endeavor to support the environment, water, and agriculture Sectors, increase service quality, and handle customers' complaints more efficiently, we have developed Kashf App, which allows Leak Detection Service Providers to offer their services for customers. The application facilitates the customer to choose the suitable company for carrying out the leak detection process. The services provided through this app help minimize water wastage and mitigate potential property damage, thereby reducing costs and promoting sustainable water management practices.

APPENDIX

(A) GRI CONTENT INDEX

Statement of use	Elm has reported in accordance with the GRI Standards for the period 1st of January 2023 until 31st of December 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard/ other source	Disclosure	Location and/or Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
General Disclosure					
GRI 2: General Disclosures 2021	2-1 Organizational details	12	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-2 Entities included in the organization’s sustainability reporting	6			
	2-3 Reporting period, frequency and contact point	6			
	2-4 Restatements of information	Not applicable, as it is Elm’s first report.			
	2-5 External assurance	The company is currently not seeking external assurance			
	2-6 Activities, value chain and other business relationships	12			
	2-7 Employees	49			
	2-8 Workers who are not employees	Zero			
	2-9 Governance structure and composition	26, 28 Pages 106 - 110 of the 2023 Annual Report			
	2-10 Nomination and selection of the highest governance body	27			
	2-11 Chair of the highest governance body	27			
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 96 of the 2023 Annual Report			

GRI Standard/ other source	Disclosure	Location and/or Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021 (continued)	2-13 Delegation of responsibility for managing impacts	Omitted		Information unavailable/incomplete	
	2-14 Role of the highest governance body in sustainability reporting	Omitted		Information unavailable/incomplete	
	2-15 Conflicts of interest	Omitted		Information unavailable/incomplete	
	2-16 Communication of critical concerns	28			
	2-17 Collective knowledge of the highest governance body	Omitted		Information unavailable/incomplete	
	2-18 Evaluation of the performance of the highest governance body	Page 103 of the 2023 Annual Report			
	2-19 Remuneration policies	Pages 116 - 119 of the 2023 Annual Report			
	2-20 Process to determine remuneration	Page 116 of the 2023 Annual Report			
	2-21 Annual total compensation ratio	Omitted		Information unavailable/incomplete	
	2-22 Statement on sustainable development strategy	10			
	2-23 Policy commitments	28, 31, 33, 51, 57, 59			
	2-24 Embedding policy commitments	28, 29, 31, 33, 51, 57, 59			
	2-25 Processes to remediate negative impacts	28			
	2-26 Mechanisms for seeking advice and raising concerns	28			
	2-27 Compliance with laws and regulations	30			
	2-28 Membership associations	13			
	2-29 Approach to stakeholder engagement	23, 73			
	2-30 Collective bargaining agreements	Omitted		Legal prohibitions	KSA prohibits collective bargaining.

GRI Standard/ other source	Disclosure	Location and/or Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	3-2 List of material topics	21			
Shareholder Return					
GRI 3: Material Topics 2021	3-3 Management of material topics	34			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	34			
Corporate Governance and Ethical Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	26			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	32			
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	28			
Emissions and Energy Use					
GRI 3: Material Topics 2021	3-3 Management of material topics	64			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	64			
	302-3 Energy intensity	64			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	65			
	305-2 Energy indirect (Scope 2) GHG emissions	65			
	305-4 GHG emissions intensity	65			

GRI Standard/ other source	Disclosure	Location and/or Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Water Use					
GRI 3: Material Topics 2021	3-3 Management of material topics	67			
GRI 303: Water and Effluents 2018	303-5 Water consumption	67			
Waste and Resource Use					
GRI 3: Material Topics 2021	3-3 Management of material topics	65			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	65, 66			
	306-2 Management of significant waste-related impacts	65, 66			
	306-3 Waste generated	66			
	306-4 Waste diverted from disposal	66			
	306-5 Waste directed to disposal	66			
Talent Acquisition and Retention					
GRI 3: Material Topics 2021	3-3 Management of material topics	48			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	50			
	401-3 Parental leave	56			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	52			
	404-2 Programs for upgrading employee skills and transition assistance programs	51			

GRI Standard/ other source	Disclosure	Location and/or Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Employee Health and Wellbeing					
GRI 3: Material Topics 2021	3-3 Management of material topics	57			
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	57, 58			
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	57			
	403-6 Promotion of worker health	57, 58			
	403-9 Work-related injuries	57			
Building Diversity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	54			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27, 49, 54, 55			
Digital Accessibility for Community Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	59			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	59 - 61			

GRI Standard/ other source	Disclosure	Location and/or Direct Answer	Omission		
			Requirement(s) Omitted	Reason	Explanation
Information Security and Privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	33			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	33			
Digital Transformation and Innovation					
GRI 3: Material Topics 2021 3-3 Management of material topics	3-3 Management of material topics	36			
Customer Centricity					
GRI 3: Material Topics 2021	3-3 Management of material topics	45			

(B) MATERIAL TOPICS

The table below shows the list of material topics, along with their definition. Topics are sorted by priority and categorized by Environment, Social and Governance.



Rank	Material Topic	Definition
1	 DIGITAL ACCESSIBILITY FOR COMMUNITY DEVELOPMENT	Efforts and initiatives aimed at ensuring that digital technologies, services, and information are made accessible to all members of a community, including individuals with disabilities, disadvantaged groups, and those with limited access to technology.
2	 DIGITAL TRANSFORMATION AND INNOVATION	Ongoing process of adopting digital technologies to fundamentally enhance an organization's operations, products, and services. This often leads to more agile, efficient, and customer-focused operations. This also includes creating new, or modifying existing, internal cultures and customer experiences to align with changing business and market requirements.
3	 INFORMATION SECURITY AND PRIVACY	Safeguarding sensitive data and respecting data rights. Security protects against threats, while privacy ensures compliance with regulations and responsible data handling. Both are crucial for maintaining trust and data protection in the digital age.
4	 CORPORATE GOVERNANCE AND ETHICAL PRACTICES	Ethical principles underlying the business conduct, from individual moral conduct to that of the entire organization. This includes compliance with regulations, laws, policies, standards, and code of conduct, and refers to any sanctioning of misbehavior. This also includes timely reporting of positive and negative information to stakeholders. Additionally, this encompasses a description of the governance structure of the organization and its role in overseeing ESG-related issues.
5	 TALENT ACQUISITION AND RETENTION	Creating a motivated and engaged workforce and striving to be an employer of choice. It involves activities like team building, providing financial and non-financial benefits, and recognizing employees. Regular engagement with the workforce to understand their needs and support their professional growth is crucial. This also covers skill enhancement programs, including courses and sessions that improve employees' capabilities in the workplace.
6	 EMISSIONS AND ENERGY USE	Emissions of gases causing global warming and efforts to reduce all types of greenhouse gas emissions (Scope 1, 2, and 3). This involves the systematic management of energy use within Elm, including energy-saving, efficiency, behavior changes, and the use of renewable energy.

Rank	Material Topic	Definition
7	 CUSTOMER CENTRICITY	Clients' satisfaction levels with the products and services provided. It encompasses continuous efforts to ensure excellent customer service, handle complaints, and assess customer satisfaction levels. Additionally, it includes responsible product marketing and activities aimed at improving customer awareness.
8	 WASTE AND RESOURCE USE	Minimizing waste (including electronic waste) and achieving efficient resource use across Elm's operations in alignment with best practices. In addition, through its products and services, Elm provides digital solutions with opportunities to improve energy and resource use.
9	 SHAREHOLDER RETURN	Indicates the financial gains or losses for investors holding company shares, encompassing changes in stock value, dividends, and overall financial performance. It reflects the company's ability to generate profits, manage costs efficiently, and expand market presence.
10	 EMPLOYEE HEALTH AND WELLBEING	Comprehensive regulations and procedures are established to create a safe workplace, preventing accidents and injuries. This includes various employee safety and welfare programs, occupational training, and health checks. Additionally, it emphasizes employee engagement in fostering the overall physical and mental well-being of the workforce.
11	 BUILDING DIVERSITY AND INCLUSION	Building a diverse work environment that nurtures people's differences, offers them equal opportunities and fosters a sense of belonging. Diversity is in terms of gender, religion, nationalities, age etc. Additionally, it involves implementing policies and codes of conduct to ensure human rights compliance throughout the organization and its supply chain.
12	 WATER USE	Active, organized, and systematic efforts related to the use and management of water resources, to ensure the availability and quality of water for present and future needs.

KEY

Social Topics
 Governance Topics
 Environmental Topics

(C) STAKEHOLDER ENGAGEMENT

<div>  <p>Internal Stakeholder:</p> </div>	Employee	Newsletters Internal communication Training sessions and workshops Employees Engagement Survey Monthly meeting with the CEO
	Board of director	Training Off-site meeting Board meeting
<div>  <p>External Stakeholder:</p> </div>	Customers	Social media channels Customer Complaints and feedback Website Satisfaction surveys
	Vendors	Workshops Periodic virtual meetings Vendor Day Supplier Survey Satisfaction surveys
	Regulators	Internal audit Risk committee Audit committee Compliance department External audit Elm Annual report
	Investors	Semi-annual earnings calls External disclosures General assembly's meetings. Open transparent channels of communication with shareholders (Website, App) Quarterly investor presentations In-person and virtual meetings
	Community	Donations and sponsorships, Employee volunteering Partnerships and cooperation





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