

2024 ESG REPORT

SANS COMMITMENT TO
SUSTAINABILITY





**SUSTAINABILITY ANNUAL REPORT
SAUDI AIR NAVIGATION SERVICES
2024-2025**

MANAGING SKIES SECURING LIVES



SUSTAINABILITY

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A MESSAGE✈ FROM THE CHAIRMAN

SANS | A MESSAGE FROM THE CHAIRMAN

As the Chairman of the Board of Directors of Saudi Air Navigation Services, I am honored to present our inaugural Sustainability Report. This report marks a significant milestone in our journey toward creating a more sustainable and responsible future, not only for our organization but also for the aviation industry and the Kingdom of Saudi Arabia.

Our commitment to sustainability is deeply intertwined with the broader national objectives outlined in Vision 2030. The Kingdom's ambitious roadmap emphasizes the importance of sustainable development and responsible stewardship.

At SANS, we recognize that our role in this journey is crucial. By aligning our efforts with the Vision 2030 and the Saudi and Middle East Green initiatives, we aim to support the Kingdom's leadership in advancing sustainability within the region and on the global stage.

This report lays the foundation for our ongoing efforts to enhance operational efficiency and adopt innovative solutions that support a sustainable aviation sector. Let this report serve as a foundation upon which we will build a more sustainable and prosperous future for the Kingdom and beyond.

ABDULAZIZ AL DUAILEJ

**CHAIRMAN OF THE BOARD OF DIRECTORS PRESIDENT
OF THE GENERAL AUTHORITY OF CIVIL AVIATION**



A MESSAGE FROM THE CEO



In an era marked by both unprecedented global challenges and transformative opportunities, the importance of sustainability cannot be overstated. At SANS, we are fully committed to integrating sustainability at the heart of our business as we align our vision with the objectives of Vision 2030, Saudi Arabia's Green Initiative, and broader global sustainability efforts. Together, we are working to build a future that is both resilient and sustainable, not only for Saudi Arabia but for the global community.

Sustainability is a necessity for all businesses and industries. It is not just a trend but an essential commitment that requires collective efforts to safeguard our planet for future generations. We at SANS are determined to be a pivotal player in this initiative within the aviation ecosystem.

Our ambition is to pioneer sustainable aviation practices, setting a standard of excellence in environmental performance. As we look to the future, I invite all our stakeholders, customers, partners, and employees to join us in this important journey. Together, we can shape a greener, more sustainable future for generations to come.

ABDULAZIZ AL-ZAID
CHIEF EXECUTIVE OFFICER

READER GUIDANCE

SANS



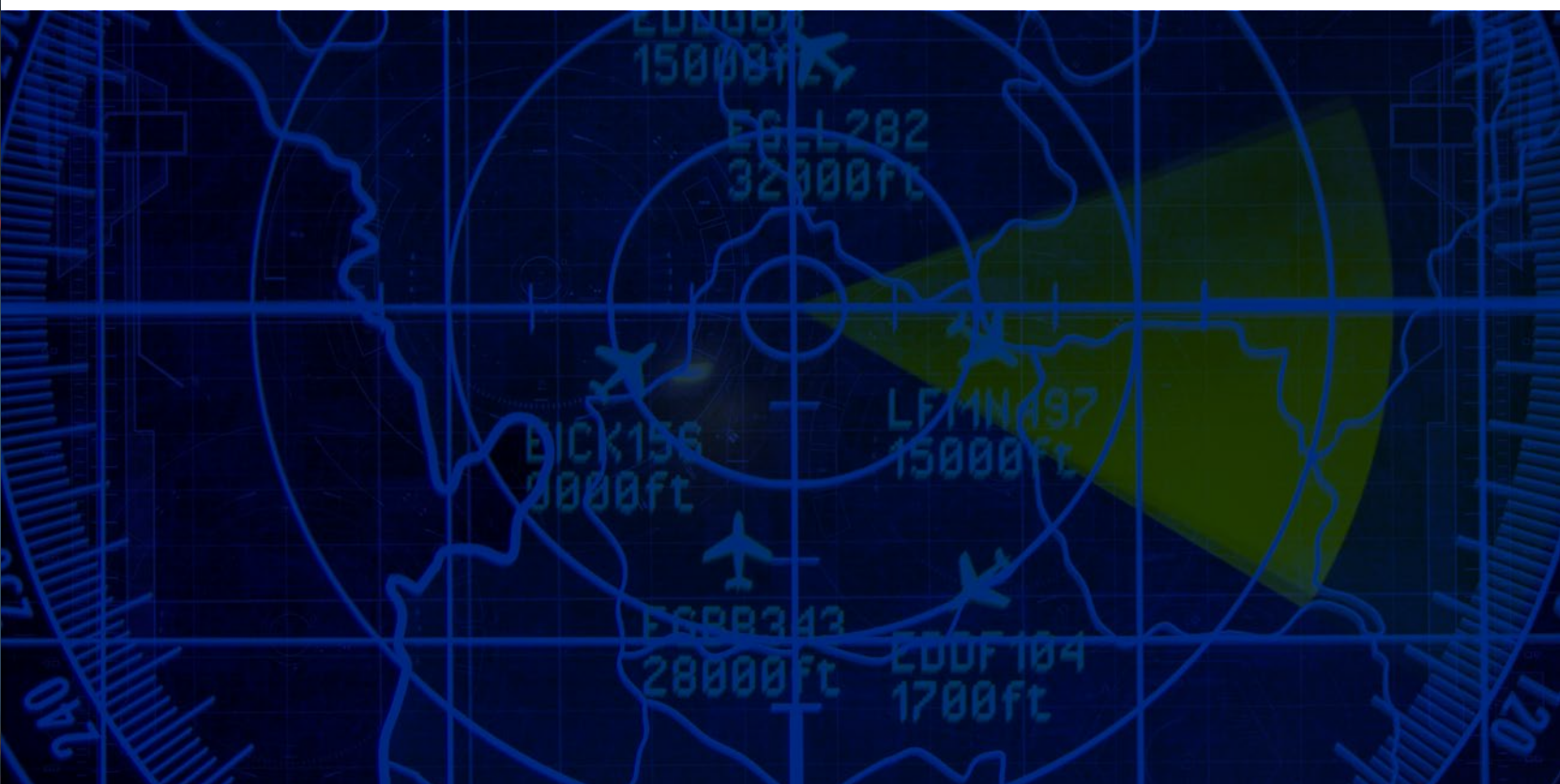
THIS REPORT INCLUDES:

forward-looking statements based on current expectations regarding sustainability goals and industry trends. these are subject to risks such as technology adoption, regulatory changes, and market shifts. while we remain transparent and committed to progress, stakeholders are advised not to rely solely on these projections.



ABOUT SANS

SANS

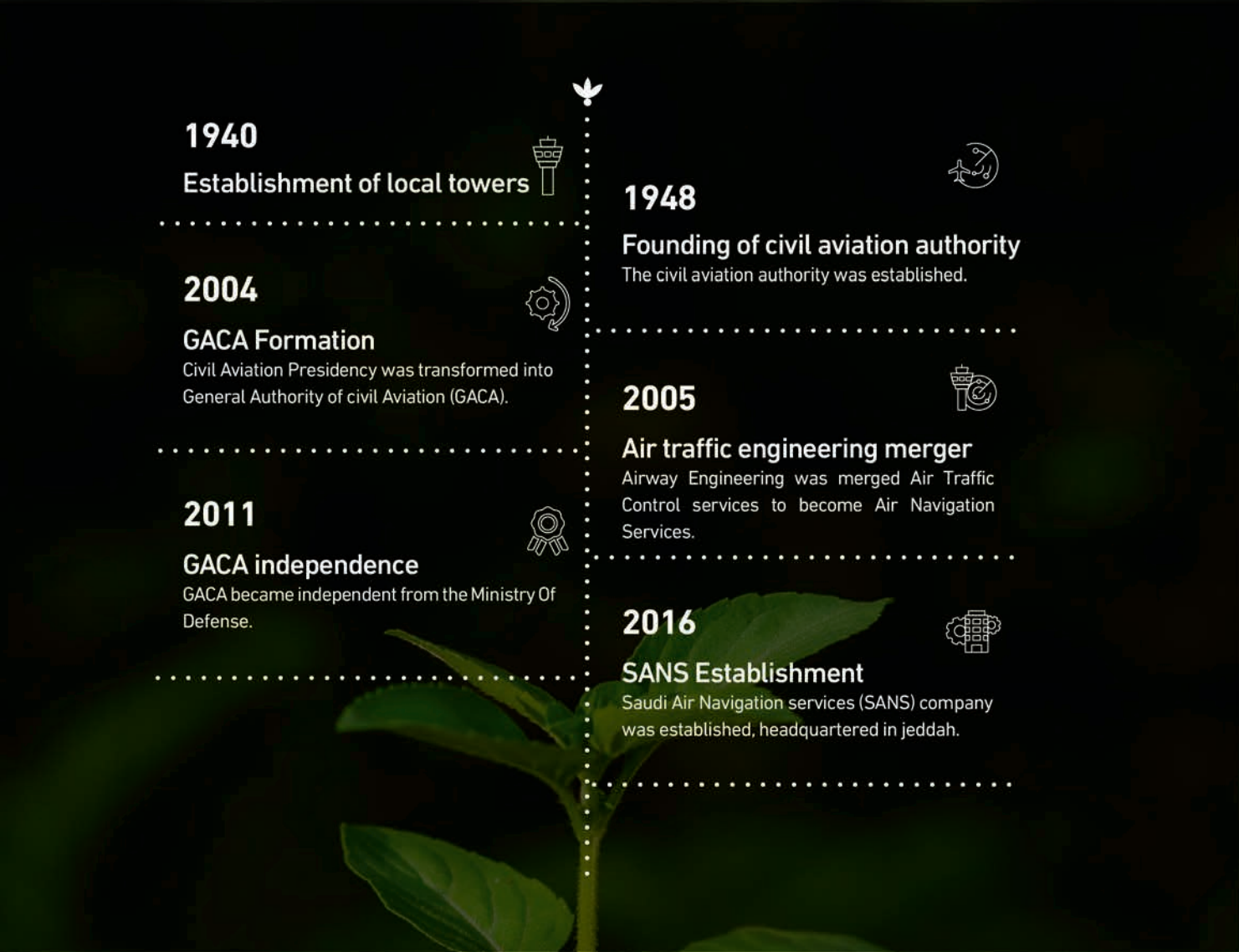


Saudi Air Navigation Services (est. June 1, 2016) delivers safe, efficient, and internationally compliant air navigation services. We adopt proactive safety and security methodologies, maintain financial and administrative independence, and invest in national talent to empower young Saudis, aligning with Saudi Vision 2030 and the Kingdom's commitment to advancing the aviation sector. We issue aviation guides, design approach and departure procedures, and provide search and rescue, navigational bulletins, and communication services.

We also coordinate with domestic airspace users, neighboring ANSPs, and meteorological agencies, while managing, operating, and maintaining air navigation systems. Guided by our vision "Managing skies. Securing lives. We are dedicated to advancing safety, capacity, and efficiency through innovative technologies, global standards, and strategic leadership in shaping Saudi Arabia's aviation future.

This timeline is structured to highlight the significant milestones in the history of aviation within Saudi Arabia, up to our establishment as Saudi Air Navigation Services (SANS). We emphasize both the foundational events and the strategic initiatives that have.

been instrumental in shaping the aviation landscape of Saudi Arabia. We aim to demonstrate the pivotal role that our innovative strategies and governmental policies have played in advancing the Kingdom's aviation sector to align with Saudi Arabia's Vision 2030 objectives.



Having completed our transformation journey, SANS now stands as a mature, performance-driven organization. From 2016–2018, we built a strong operational foundation with systems, standards, and governance. Between 2019–2020, we


optimized internal performance through continuous improvement. Since 2021, our focus has shifted to sustainability, innovation, global alignment, and strategic partnerships — all in pursuit of excellence and achieving Saudi Vision 2030



SANS | SANS STRATEGY


A key to our success at Saudi Air Navigation Services is our ability to plan for future challenges while continuing to achieve growth. Every day, we reach new milestones, strengthening our leadership role in shaping Saudi aviation. Our focus is on maximizing airspace utilization, increasing capacity, and ensuring safe, efficient operations.

Saudi Arabia’s strategic position as a Middle East hub and pilgrimage destination, where 83% of visitors arrive by air, makes this critical. With a target of 30 million Umrah visitors by 2030, we are developing new airways and enhancing coordination with neighboring countries to meet demand and improve air traffic flow.




VISION

TO BE A GLOBALLY BEST-IN-CLASS AIR TRAFFIC SERVICES, SOLUTIONS, AND INNOVATIVE TECHNOLOGIES PROVIDER.



MISSION

PROVIDING OUTSTANDING AIR NAVIGATION SERVICES AT A GLOBAL LEVEL ACROSS MANDATED AND COMMERCIAL BUSINESS, ENABLED BY ITS RECOGNIZED LEADERSHIP IN SAFETY, EFFICIENCY, AND TECHNOLOGY INNOVATION.



VALUES

OPERATIONS AND ORGANIZATIONAL CULTURE AT SAUDI AIR NAVIGATION SERVICES ARE DEEPLY ROOTED IN

FIVE CORE VALUES



SAFETY AND EXCELLENCE IN EVERYTHING WE DO



AGILE AND RESILIENT



CONTINUOUSLY DRIVING PERFORMANCE WITH OWNERSHIP



BEING TRUSTWORTHY AND RESPECTFUL

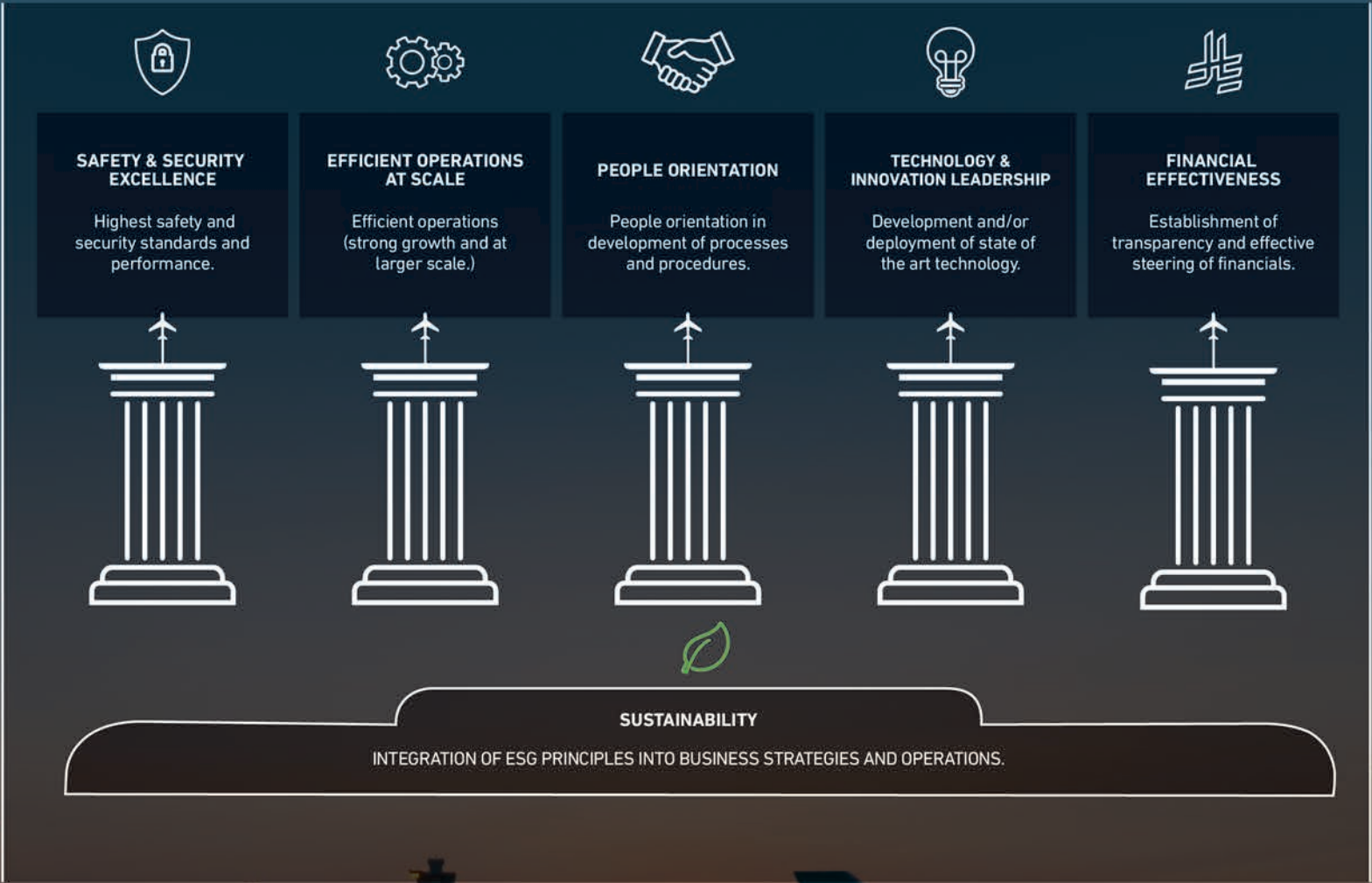


CUSTOMER-CENTRIC

Which align with international best practices and shape our interactions with clients, partners, and stakeholders.

SANS | STRATEGIC PILLARS


TO ACHIEVE OUR VISION AND FULFILL OUR MISSION, OUR STRATEGY AT SAUDI AIR NAVIGATION SERVICES IS STRUCTURED AROUND SIX STRATEGIC PILLARS THAT FOCUS ON COMPREHENSIVE DEVELOPMENT AND OPERATIONAL EXCELLENCE:



Saudi Air Navigation Services delivers world-class aviation solutions tailored to client needs, with a strong commitment to excellence, responsibility, and advancing navigation services across the Kingdom.


OUR SERVICES INCLUDE THE FOLLOWING:

AIR TRAFFIC SERVICES:




Saudi air navigation services is responsible for managing air traffic and overseeing The control of take-off, landing, and overflight operations within the kingdom's Airspace. This ensures smooth traffic flow and enhances safety levels in line with The highest international standards, delivering safe and reliable services.

AIRSPACE MANAGEMENT SERVICES:




Saudi air navigation services provides specialized services in airspace design and Planning, contributing to smoother traffic flow, enhanced operational efficiency, And higher safety standards, in line with the growing demand in air traffic.

AERONAUTICAL INFORMATION SERVICES:




Saudi air navigation services provides aeronautical information services By collecting, processing, and disseminating data through advanced digital Systems, ensuring accurate information that enhances safety and operational Efficiency.

ENGINEERING SERVICES:



Saudi air navigation services provides comprehensive engineering services through The design, operation, and certification of cns and atm systems, delivering projects With advanced technologies and best practices to ensure compliance with Operational and regulatory requirements.

MAINTENANCE SERVICES:



Saudi air navigation services provides maintenance services to ensure the Safety and continuity of communication, navigation, and surveillance (CNS) Systems. These services include preventive and corrective maintenance, annual Planning, and coordination with relevant entities, covering a wide range of Systems across the kingdom.



THE REPORT

Sustainability is a crucial aspect of long-term success and resilience in today's global business landscape. It involves creating value for stakeholders, preserving the environment, and fostering continuous improvement. Our vision at SANS is to be a globally best-in-class air traffic services, solutions, and innovative technologies provider. This extends further into our commitment to sustainability drives innovation, adaptability, and leadership.

It encompasses environmental, social, and governance dimensions, balancing economic growth with community and planet well-being. By embracing sustainable practices, we mitigate risks, unlock opportunities for innovation, and foster collaboration. Our journey towards sustainability is guided by clear objectives, measurable targets, and transparency. By embracing sustainability, we can create a sustainable future that benefits all.

OUR COMMITMENT AND CURRENT STATE:

We are actively integrating sustainability into our strategic direction, supported by a comprehensive internal assessment aimed at understanding our existing sustainability efforts. This evaluation was crucial in providing a clear understanding of our current practices and how they measure up against broader industry and ecosystem standards. Stakeholder engagement has been a pivotal aspect of refining our sustainability strategy. Internally, our

discussions span various departments, ensuring comprehensive alignment throughout the organization. Externally, we have extended our engagement to key partners such as the Ministry of Economy and Planning (MEP), the General Authority of Civil Aviation (GACA), and the United Nations Global Compact (UNGC) through the Local UNGC Chapter, fostering a collaborative approach and integrating diverse perspectives.

EXTERNAL STAKEHOLDER



These efforts culminated in a strategic workshop with our internal stakeholders at Saudi Air Navigation Services, which was dedicated to setting a clear direction for our organization’s sustainability ambitions.

This workshop enabled a structured prioritization of sustainability topics for our strategy, leading to a unified agreement on the critical areas within each Environmental, Social, and Governance (ESG) category.

This process confirmed the enthusiastic engagement of our internal stakeholders at Saudi Air Navigation Services in this significant step forward, establishing a solid foundation for us to effectively advance our sustainability objectives.

It highlighted our organization’s commitment to meeting both local and global sustainability standards and marked a significant advancement in our dedication to sustainability.



SUSTAINABILITY STRATEGY



ENVIRONMENTAL



SOCIAL



GOVERNANCE



At Saudi Air Navigation Services, we are aware of our pivotal role in the overall sustainability of the aviation sector within the Kingdom, and we are committed to making substantial contributions in this direction. In line with this commitment, we have integrated sustainability as a foundational element of our strategy. It encompasses environmental, social, and governance dimensions.

balancing economic growth with community and planet well-being. By embracing sustainable practices, we mitigate risks, unlock opportunities for innovation, and foster collaboration. Our journey towards sustainability is guided by clear objectives, measurable targets, and transparency. By embracing sustainability, we can create a sustainable future that benefits all.



THE MAIN COMPONENTS OF THE SUSTAINABILITY STRATEGY COME.

IN THE FORM OF STRATEGIC OBJECTIVES THAT ARE IMPLEMENTED ACROSS EACH ASPECT OF SUSTAINABILITY, WITH EVERY OBJECTIVE HAVING ITS OWN FOCUS AREAS FOR YEARS TO COME.

ENVIRONMENTAL



Environmental sustainability is fundamental to our strategy. Through innovative practices, advanced technologies, and optimized operations, we reduce emissions, enhance energy efficiency, and promote responsible resource management.

By embedding sustainability across all activities, Saudi Air Navigation Services is committed to preserving natural resources, aligning with global standards, and leading the aviation sector toward a greener future.

SANS | SAUDI FUTURE AIRSPACE CONCEPT (SFAC)



The Saudi Future Airspace Concept (SFAC) is a forward-looking initiative aimed at modernizing Saudi airspace over the next 15 years. This comprehensive strategy involves implementing advanced technologies and applications to manage anticipated traffic growth, improve safety, and enhance operational efficiency. We aim to identify and mitigate congestion

hotspots, enable flexible airspace use, and adopt new technical developments to boost safety and capacity. By modernizing the airspace structure, our SFAC supports the reduction of CO₂ emissions and enhances overall flight efficiency. The expected outcomes include improved flight efficiency, reduced controller workload, and decreased CO₂ emissions annually.

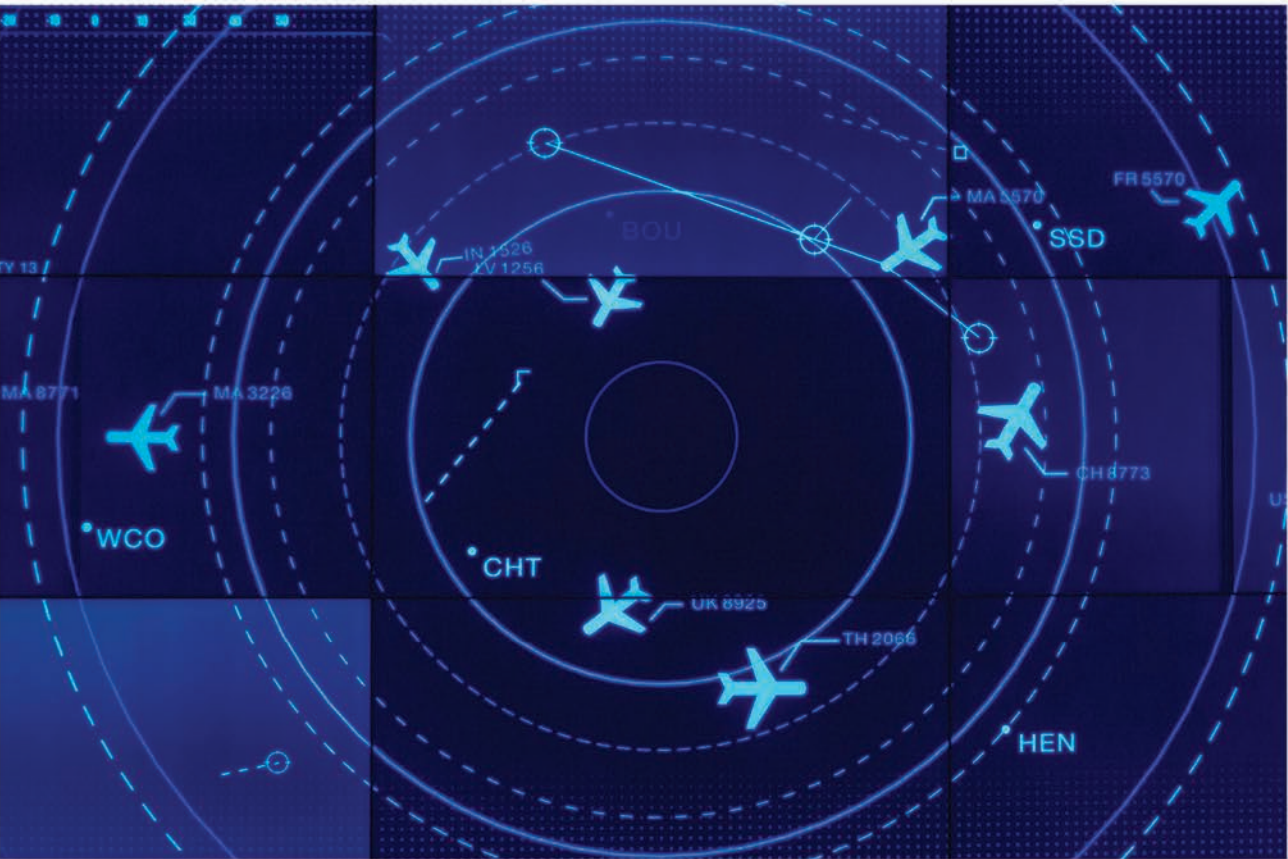


SANS | AIRSPACE OPTIMIZATION



We are at the forefront of airspace modernization with initiatives designed to enhance flight efficiency and reduce environmental impact. Our redesigning of Control Traffic Areas (CTA) and Terminal Maneuvering Areas (TMA) aims to optimize flight paths for greater efficiency and capacity, while ensuring enhanced safety. These changes facilitate

Continuous Descent Operations (CDO) and Continuous Climb Operations (CCO), which significantly reduce fuel consumption and CO₂ emissions. By improving flexibility and efficiency in flight profiles, we at Saudi Air Navigation Services contribute to a more sustainable aviation sector. This initiative is projected to decrease fuel consumption and reduce CO₂ emissions annually.



SANS | FREE ROUTE AIRSPACE (FRA)



In line with the International Civil Aviation Organization’s Global Air Navigation Plan (GANP), we at Saudi Air Navigation Services have implemented Free Route Airspace (FRA) to modernize Saudi airspace. This initiative allows operators to plan more direct routes between entry and exit points without intermediate waypoints, significantly improving flight efficiency and reducing environmental impact.

With Vision 2030 anticipating 330 million passengers traveling through Saudi Arabia per year, FRA is crucial for managing increased traffic while minimizing environmental footprint. The benefits include reduced flight length, lower fuel consumption, and decreased CO₂ emissions. FRA implementation is expected to enhance flight efficiency, reduce controller workload, and cut CO₂ emissions per year.



SANS | ENERGY EFFICIENCY AND CONSERVATION



Our commitment to sustainability at Saudi Air Navigation Services is reflected in our proactive approach to energy conservation. One of the significant steps we have taken is the replacement of all traditional lighting with energy-efficient LED lights across our headquarters and other manned facilities.

This initiative not only reduces our overall energy consumption but also lowers our carbon footprint, contributing to our broader environmental goals. By transitioning to LED lighting, we will achieve an estimated reduction in energy usage, demonstrating our dedication to sustainable operations and cost efficiency.



SANS | WATER CONSERVATION MEASURES





Recognizing the importance of water conservation, we at Saudi Air Navigation Services have undertaken several measures to reduce water usage across our facilities. These efforts include installing water-efficient faucets and reducing water valve flow rates in all restrooms at our headquarters.

and other manned facilities. Additionally, we have made adjustments to the water tanks to further decrease water consumption. These initiatives collectively contribute to a reduction in our water usage, aligning with our commitment to environmental sustainability. We have achieved a reduction in water consumption.



As we progress in our sustainability strategy, our dedication to environmental stewardship continues to be a top priority. Looking ahead, we are set to deepen our efforts across key sustainability topics that are central to our environmental agenda: Green Traffic Management, Environmental Commitment, Modern Energy Use, and Green Spaces. These focus areas not only align with our strategic vision but also address the global call for more sustainable aviation practices.

-  **GREEN TRAFFIC MANAGEMENT**
-  **ENVIRONMENTAL COMMITMENT**
-  **MODERN ENERGY USE**
-  **GREEN SPACES**



WE AIM TO ENHANCE INITIATIVES THAT OPTIMIZE AIRSPACE AND FLIGHT OPERATIONS TO SIGNIFICANTLY REDUCE FUEL CONSUMPTION AND EMISSIONS, SUPPORTING OUR ENVIRONMENTAL GOALS FOR CLEANER, MORE SUSTAINABLE AIR TRAVEL. AS PART OF OUR GREEN TRAFFIC MANAGEMENT EFFORTS, WE WILL IMPLEMENT THE FOLLOWING INITIATIVES:



01

REAL-TIME EMISSIONS DATA INTEGRATION:

We are implementing a system to periodically extract emissions data directly from operational sources using advanced monitoring solutions. This will improve data accuracy, ensure consistent collection, and strengthen data management.

03

EMISSION AND FUEL CONSUMPTION DATA COLLECTION AND TARGET SETTING:

We are establishing measurable targets to reduce emissions and fuel use by collecting comprehensive data. This will help set, track, and achieve goals aligned with global sustainability standards.

05

INNOVATION IN GREEN TRAFFIC TECHNOLOGIES:

We are adopting advanced solutions like AI-driven optimization and eco-efficient procedures to lower environmental impact and enhance air traffic sustainability.

02

STRATEGIC PARTNERSHIPS FOR GREEN TRAFFIC MANAGEMENT:

To promote sustainable air traffic operations, we are building partnerships with ANSPs, airlines, airports, ground control, and environmental groups. This collaboration aims to develop and implement green technologies and practices.

04

COMPREHENSIVE AWARENESS PROGRAM FOR ENVIRONMENTAL PRACTICES:

We are launching a program to educate and engage employees on sustainable practices through campaigns and training, aiming to foster eco-friendly behaviors and reduce our impact.



WE WILL FOSTER A CULTURE OF ENVIRONMENTAL RESPONSIBILITY, EMPHASIZING SUSTAINABLE PRACTICES ACROSS ALL OPERATIONS. AS PART OF OUR COMMITMENT, WE WILL IMPLEMENT THE FOLLOWING INITIATIVES:



01

COMPREHENSIVE TRAINING PROGRAM ON SUSTAINABLE AIR TRAFFIC AND ENVIRONMENTAL MANAGEMENT:

We will equip air traffic personnel with the skills and knowledge for sustainable operations through this program, which promotes green air traffic management and raises awareness about the environmental impact of daily activities.

02

DEVELOP DATA MECHANISM TO COLLECT ALL ENVIRONMENTAL DATA:

We are creating a robust system to capture Scope 1, 2, and 3 emissions across all operations, ensuring accurate data collection, analysis, and reporting to guide our sustainability strategies.

03

TARGET DEVELOPMENT FOR ALL ASPECTS OF ENVIRONMENTAL SUSTAINABILITY:

We will establish measurable targets for energy use, green spaces, and emissions to drive continuous improvement and align our performance with sustainability best practices.

04

COLLABORATIVE SUSTAINABLE PRACTICES:

Recognizing the need for collective action, we are establishing partnerships across industries to explore, promote, and implement sustainable solutions that benefit both our organization and the broader community.

05

CAPACITY BUILDING FOR ENVIRONMENTAL MANAGEMENT:

We are enhancing SANS’ environmental management through training programs that equip employees with the skills to implement systems, monitor performance, and strengthen our commitment to sustaina



WE WILL EXPAND RENEWABLE ENERGY USE AND IMPROVE EFFICIENCY ACROSS OUR OPERATIONS TO REDUCE OUR CARBON FOOTPRINT AND SUPPORT SUSTAINABILITY AS PART OF THIS COMMITMENT, SANS WILL IMPLEMENT THE FOLLOWING INITIATIVES:



01

INSTALLATION OF SOLAR POWER FOR REMOTE AREAS:

We will install solar panels at remote facilities to reduce reliance on traditional energy, lower emissions, and enhance energy independence, reinforcing our commitment to renewable energy.

02

RENEWABLE ENERGY INTEGRATION AUDIT:

We are auditing current energy systems to assess renewable integration, identify improvement opportunities, and provide recommendations to boost efficiency and strengthen environmental management.

03

PERIODIC ENERGY CONSUMPTION REVIEW:

We will conduct regular reviews of energy use to monitor patterns, optimize consumption, and improve accuracy and consistency in energy tracking. This will help identify trends, reduce waste, and improve overall efficiency.

04

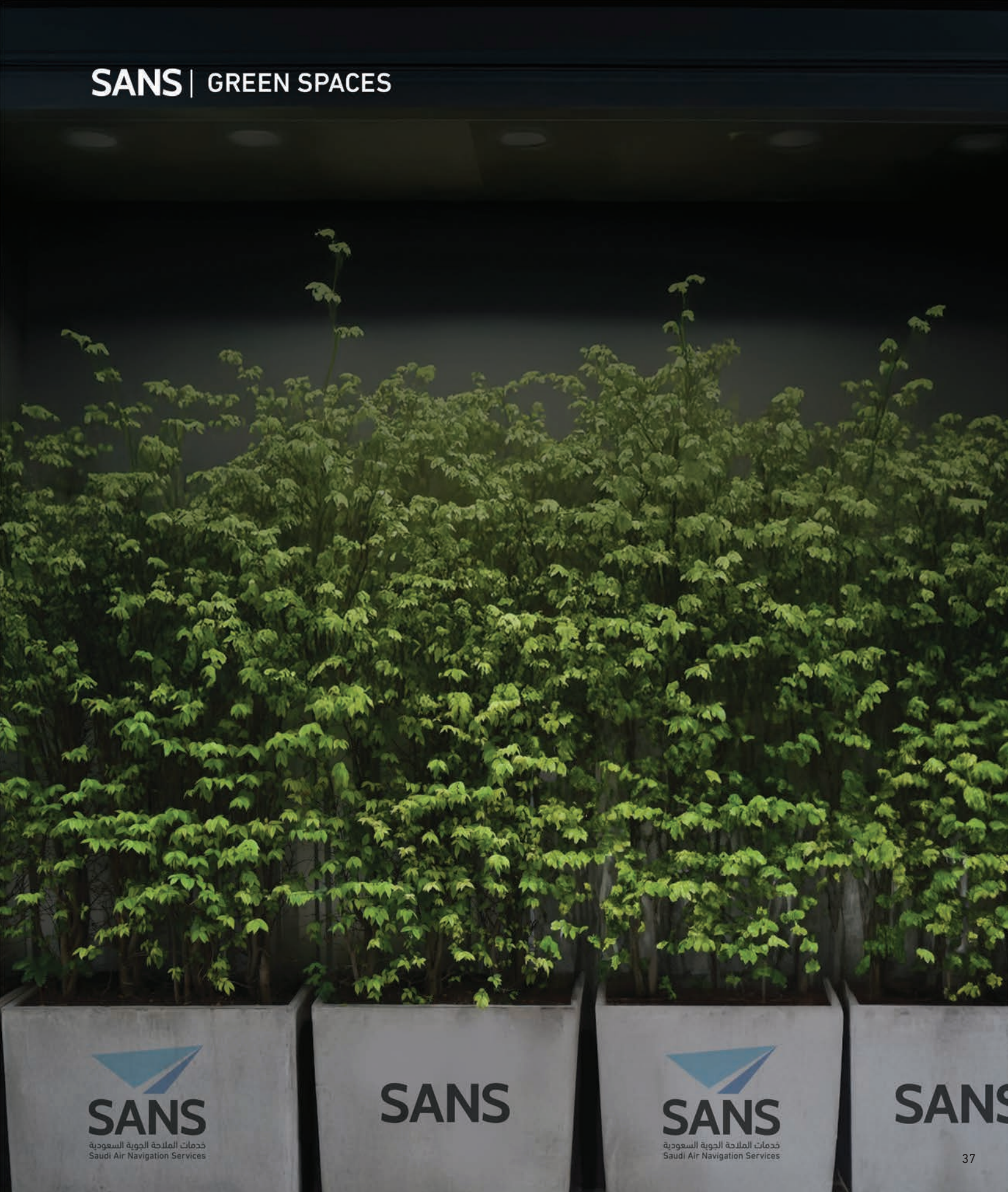
ADVANCED ENERGY MANAGEMENT SYSTEM:

We are implementing an advanced EMS using real-time data and analytics to optimize energy use and enhance our overall energy efficiency framework. This system will ensure smarter, faster decisions and better energy performance.

05

RENEWABLE ENERGY POLICIES DEVELOPMENT:

We will establish policies to guide renewable energy use and investments, ensuring consistent integration and reinforcing our sustainability strategy. These policies will support decision-making and promote company-wide renewable energy adoption.



DEVELOP HOLISTIC PLAN FOR GREEN SPACE MANAGEMENT : WE CONDUCTED A STRATEGIC WORKSHOP WITH INTERNAL STAKEHOLDERS AT SAUDI AIR NAVIGATION SERVICES TO DEFINE OUR SUSTAINABILITY PRIORITIES. THE SESSION LED TO A UNIFIED ESG FOCUS, CONFIRMED STRONG STAKEHOLDER ENGAGEMENT, AND REINFORCED OUR COMMITMENT TO BOTH LOCAL AND GLOBAL SUSTAINABILITY STANDARDS , ESTABLISHING A SOLID FOUNDATION FOR FUTURE PROGRESS.



01

ALIGNED WITH THE GREEN SAUDI PROJECT:

to support national sustainability goals.

02

INTEGRATED APPROACH:

to developing and maintaining green spaces across facilities.

03

PROMOTES BIODIVERSITY:

by fostering natural ecosystems.

04

IMPROVES AIR QUALITY:

and contributes to a healthier environment.

05

ENHANCES EMPLOYEE AND COMMUNITY WELL-BEING:

through greener surroundings.

06

STRENGTHENS ENVIRONMENTAL STEWARDSHIP:

within operations and strategy.

SOCIAL



At Saudi Air Navigation Services, recognizing and addressing the social dimensions of sustainability is deeply ingrained as a fundamental commitment and a strategic priority, underscored by our main pillar: People Orientation. This commitment extends to reallocating and renovating spaces within Air Traffic Control Towers (ATCTs) to better accommodate the growing number

of female staff, ensuring equitable facilities. By integrating social considerations into the development of our processes and procedures, we demonstrate our dedication to enhancing the well-being of our workforce and the wider community, reflecting our commitment to an inclusive and sustainable work environment.



Our dedication to workforce development stands as a fundamental pillar reflecting our commitment to sustainability and excellence in the aviation sector. Recognizing that a skilled and well-prepared workforce is crucial to maintaining operational safety and enhancing service quality, we at Saudi Air Navigation Services have implemented a comprehensive strategy to bolster employee capabilities across various levels. This commitment not only addresses

the immediate needs of the aviation industry, but also aligns with broader sustainability goals, ensuring long-term resilience and adaptability of our human resources. Through efforts that focus on both professional growth and specialized operational training, we foster an environment that promotes continuous learning and improvement, essential for meeting the complex challenges of today's aviation landscape.



Through these focused efforts in professional growth and specialized training, we at Saudi Air Navigation Services enhance the skill set of our workforce and reinforce our commitment to maintaining high standards

of safety, efficiency, and sustainability in the aviation sector. These efforts are integral to our future vision for sustainability integration, ensuring that our organization remains at the forefront of global aviation developments.



SANS | PROFESSIONAL GROWTH AND TRAINING



Our professional growth and training initiatives aim to build strong leadership and enhance workforce expertise. Programs like QIADA develop leaders through focused training and retention, while Cyber LMS ensures security awareness across departments.

Additionally, the Leadership Development Program and OJT schemes strengthen professional skills. OJT, in particular, prepares employees for key roles, supporting our strategic goals and sustainability commitment.



SANS | SPECIALIZED AND OPERATIONAL TRAINING



We focus on specialized and operational training to align technical teams with the latest aviation technologies and sustainability goals. ATC Tower Simulators in Jeddah and Riyadh offer realistic, secure environments for skill development. Our ATM knowledge

initiatives strengthen global proficiency, while video resources and agile workforce programs build practical skills and adaptability. Together, these efforts enhance operational efficiency, professional growth, and create a more inclusive and supportive workplace.



SANS | CULTURE AND EMPLOYEE ENGAGEMENT



At Saudi Air Navigation Services, fostering a vibrant culture and actively engaging employees are paramount. We create an environment that values the organizational success via cultural development and employee engagement programs. These initiatives are committed to enhancing the sense of unity and pride

among the workforce. We recognize that these practices improve employee satisfaction and retention, and align with global standards of social sustainability, ensuring that we remain a leader in safety, traffic management and a responsible employer in the global aviation community.



SANS | ENGAGEMENT AND RECOGNITION



At Saudi Air Navigation Services, we have instituted several key programs under the umbrella of engagement and recognition to nurture a motivating work environment. Our Fikrah program, for instance, facilitates innovative campaigns such as the SANS Fikrahthon and SANS Tanfeeth Fikrah program, which include diverse engagement platforms like a dedicated podcast, SANS Club, and Toastmaster sessions.

Additionally, this program ensures that creative contributions are rewarded through mechanisms like the Fikrah and Tanfeeth Fikrah Winner Gifts. Another significant effort is our Taqdeer program, which focuses on recognizing and rewarding the hard work and achievements of employees, reinforcing the value placed on every individual's contributions to our organization's goals.



SANS | CULTURE AND TALENT ATTRACTION



At Saudi Air Navigation Services, we are committed to fostering a strong organizational culture and attracting top talent to drive growth and innovation. Our Great Place to Work certification reflects this success. Initiatives like the SANS Football League, Loyalty Program, and milestone recognitions

build community and engagement. We also celebrate achievements through events such as Graduation Ceremonies and Training Projects. Additionally, Competency Mapping ensures skills align with organizational needs, reinforcing our reputation as a leading employer in aviation.



SANS | WELL-BEING



We recognize the critical role that employee well-being plays in the sustainability and efficiency of the aviation sector. As a focal aspect of our social sustainability, we are dedicated to fostering an environment that promotes the health and wellness of our employees. Understanding that the well-being of our

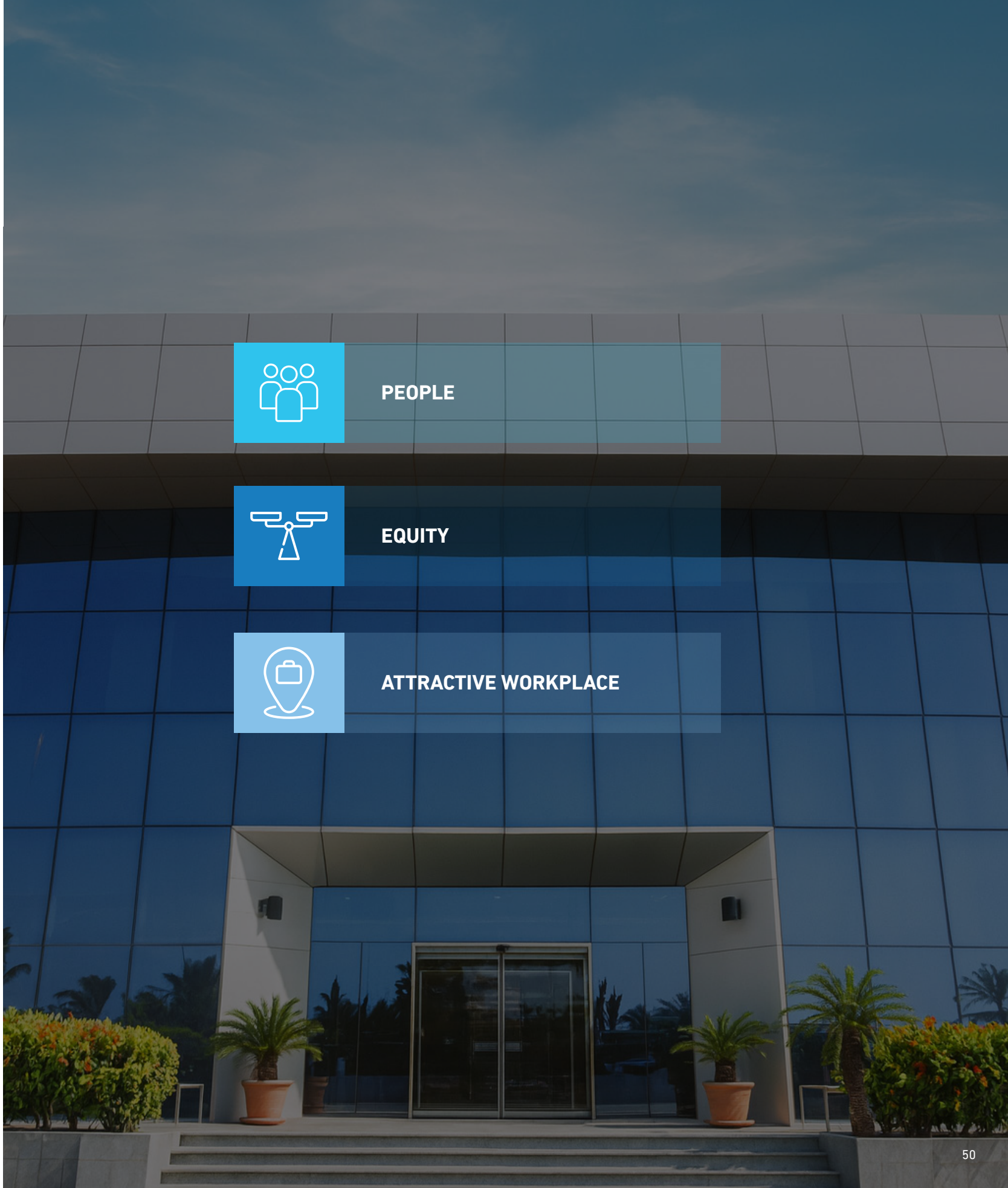
workforce is integral to operational success, we have implemented comprehensive programs aimed at enhancing physical and mental health. These programs are designed to support employees in their daily roles and align with broader sustainability goals that contribute to a resilient and thriving aviation community.





We prioritize employee well-being through initiatives supporting both physical and mental health. We offer in-house medical services and regularly assess satisfaction via culture surveys to align operations with employee needs.

Additionally, targeted mental wellness programs help manage stress and promote work-life balance. These efforts foster a supportive environment, enhancing resilience, engagement, and productivity across our workforce.





IN THE AREA OF PEOPLE, SAUDI AIR NAVIGATION SERVICES IS COMMITTED TO FURTHER INVESTING IN WORKFORCE DEVELOPMENT, ENSURING EMPLOYEES HAVE THE RESOURCES AND OPPORTUNITIES TO GROW. AS PART OF THIS COMMITMENT, SANS WILL IMPLEMENT THE FOLLOWING INITIATIVES:



01

WELL-BEING AND HEALTH AWARENESS PROGRAM:

We are launching this program to promote a healthy work environment through health and lifestyle activities. Partnering with health organizations, we aim to encourage preventive care and healthier choices across our workforce.

02

SUSTAINABILITY AND ESG CULTURE PROGRAM:

To embed sustainability into our culture, this program will appoint ambassadors and lead awareness campaigns to promote environmental, social, and governance principles, fostering active employee participation in sustainability efforts.

03

CORPORATE SOCIAL RESPONSIBILITY PROGRAM:

We are establishing a structured CSR program with guidelines and an annual plan. This initiative will drive targeted actions that reflect our values and create meaningful impact within the communities we serve.

04

AUTOMATED DATA COLLECTION TOOLS FOR EMPLOYEE PERFORMANCE, WELLBEING, AND ENGAGEMENT:

To improve employee well-being and performance, we are deploying automated tools to collect and analyze real-time data on engagement and performance. This will enhance data accuracy, consistency, and strengthen our employee management framework.



OUR COMMITMENT TO EQUITY FOCUSES ON PROMOTING FAIRNESS, ADDRESSING DISPARITIES, AND FOSTERING A DIVERSE AND INCLUSIVE WORKPLACE. TO SUPPORT THIS, SANS WILL IMPLEMENT THE FOLLOWING INITIATIVES:



01

INCLUSIVE AND ACCESSIBLE INFRASTRUCTURE PROGRAM:

We aim to create a supportive environment, particularly for women and individuals with disabilities, by implementing facilities and services based on universal design principles to ensure full accessibility across all workplaces.

02

COMPREHENSIVE EQUITY, DIVERSITY, AND INCLUSION FRAMEWORK:

We are developing an EDI framework to integrate equity, diversity, and inclusion principles into our policies and practices. This will provide clear guidelines to ensure equitable opportunities and resources for all employees.

03

COLLABORATIVE LEARNING EXCHANGES:

We will establish platforms to encourage knowledge sharing among employees from diverse backgrounds, enhancing collaboration, continuous learning, and strengthening SANS' organizational culture.

04

HIRE TO RE-TIRE FRAMEWORK:

We are developing a framework to support employees from hiring to retirement, offering tailored solutions at each career stage. This will enhance development, ensure consistent support, and strengthen talent management.

05

CROSS-SECTOR COLLABORATION FORUMS:

To address equity challenges, we are creating forums that bring together diverse stakeholders to share best practices, discuss issues, and co-create solutions, fostering knowledge exchange and strengthening our equity approach.

ADDITIONALLY, SAUDI AIR NAVIGATION SERVICES WILL FOCUS ON CREATING AN ATTRACTIVE WORKPLACE BY ENHANCING THE OVERALL WORK ENVIRONMENT. AND AS PART OF OUR COMMITMENT TO AN ATTRACTIVE WORKPLACE, SANS AIMS TO IMPLEMENT THE FOLLOWING INITIATIVES:



01

DIVERSITY, EQUITY, AND INCLUSION (DEI) TRAINING PROGRAM:

Our Diversity, Equity, and Inclusion (DEI) Training Program is a pivotal initiative aimed at cultivating an inclusive and equitable organizational culture. This comprehensive training program offers a range of learning opportunities, including asynchronous courses, interactive workshops, and certification paths.

02

UNIVERSITY RELATIONS PROGRAMS:

To strengthen relationships with academic institutions, we are implementing workshops, internships, and benchmarking programs. This initiative focuses on fostering collaboration and knowledge exchange with academic partners. By leveraging these programs, we aim to enhance engagement, ensure consistent partnership opportunities, and strengthen our overall talent development framework.

GOVERNANCE



SANS



At Saudi Air Navigation Services, we regard the economic and governance dimensions of sustainability as fundamental commitments and core priorities within our sustainability strategy. We are dedicated to maintaining robust economic performance and strong governance practices that ensure safety, excellence, and long-term value creation. Our commitment to economic sustainability is demonstrated through continuous investment in advanced technologies and innovative solutions that enhance operational efficiency and service delivery. By integrating governance considerations into our strategic planning and decision-making processes, we ensure adherence to the highest standards and regulatory compliance.

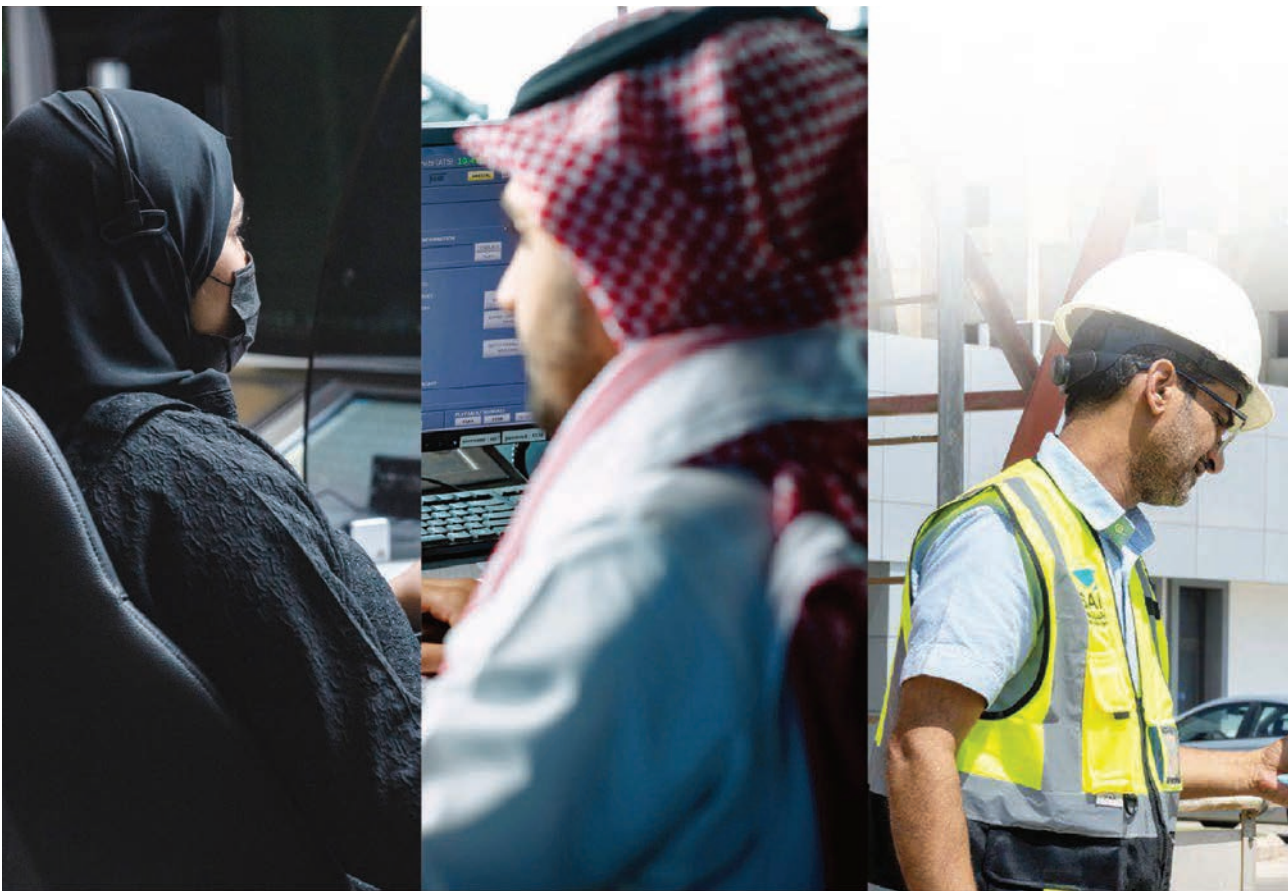
We actively engage in sound financial management practices, ensuring the responsible allocation of resources and the sustainability of our operations. Our governance framework is designed to foster a culture of safety and ownership, with a focus on risk management, stakeholder engagement, and continuous improvement. Through these efforts, we demonstrate our dedication to building a resilient and sustainable infrastructure that supports our economic development while committing to contribute positively to the broader community. This commitment reflects our overarching goal of achieving sustainable growth and operational excellence in every aspect of our business.

SANS | HUMAN FACTOR FRAMEWORK AGREEMENT



At Saudi Air Navigation Services, we have implemented a comprehensive Human Factor Framework Agreement aimed at enhancing the safety, efficiency, and well-being of our workforce. This framework integrates human factor principles into operational processes and decision-making, ensuring that the capabilities and limitations

of personnel are considered in all aspects of our organization. By prioritizing human factors, we aim to reduce human errors, improve operational safety, and boost overall productivity. This initiative underscores our commitment to fostering a supportive work environment that values employee well-being and operational excellence.



SANS | DOCUMENT AND AUDIT MANAGEMENT SYSTEM



At Saudi Air Navigation Services, the introduction of a robust Document and Audit Management System is a key step towards enhancing our governance and compliance. This system streamlines the management of critical documents and audit processes, ensuring that all regulatory and internal standards are consistently met.

By adopting this system, we enhance our accountability and risk management capabilities, contributing to sustainable and responsible governance. The system also facilitates better data management and reporting, which are essential for informed decision-making and continuous improvement.





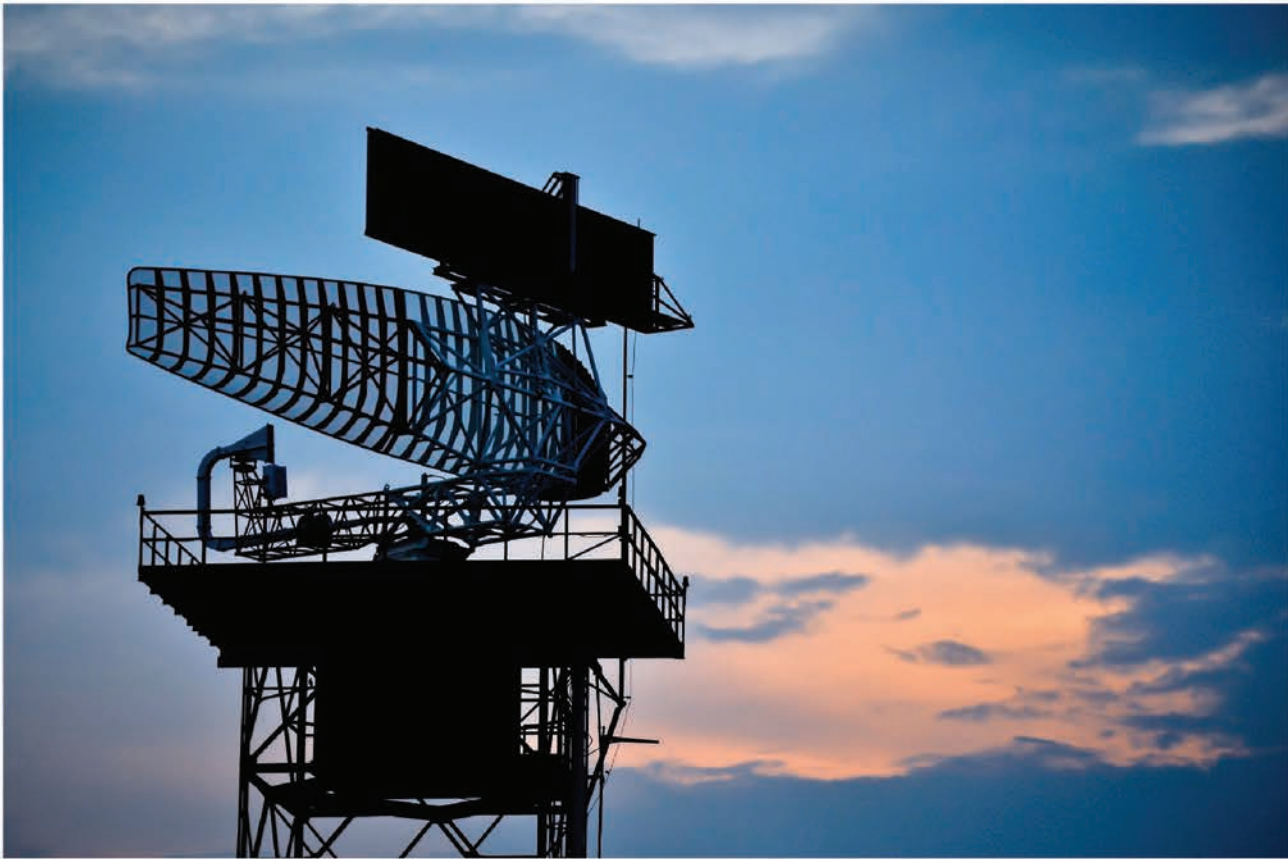
At Saudi Air Navigation Services, we have embraced digital transformation through the implementation of the Digital Briefcase initiative. This initiative aims to reduce paper usage and improve operational efficiency by digitizing documents and processes.

The Digital Briefcase provides our employees with easy access to necessary documents and tools, fostering a more agile and responsive work environment.



At Saudi Air Navigation Services, we are actively investing in building robust Research and Development (R&D) capabilities to drive innovation and continuous improvement in our operations. By fostering a culture of innovation, we aim to develop cutting-edge solutions that enhance operational efficiency, safety, and sustainability.

improving existing processes, and developing best practices that align with our organization’s operations. This commitment to R&D supports our long-term sustainability by ensuring we reach the forefront of technological advancements in the air navigation services industry.





**CORPORATE GOVERNANCE
AND INTEGRITY**



INNOVATION AND TECHNOLOGY

BY FOSTERING A CULTURE OF CONTINUOUS IMPROVEMENT AND EMBRACING TECHNOLOGICAL ADVANCEMENTS, WE AIM TO SECURE A LEADERSHIP POSITION IN THE AIR TRAFFIC SERVICES INDUSTRY AND GUARANTEE LONG-TERM ECONOMIC RESILIENCE BY DESIGNING THE FOLLOWING INITIATIVES:



01

GOVERNANCE EXCELLENCE
PARTNERSHIPS:

We are forming strategic partnerships with industry bodies and governance institutes to access advanced resources, training, and certifications. This will help us stay aligned with best practices and reinforce transparency, accountability, and a culture of compliance.

02

SUSTAINABILITY REPORTING:

We are establishing clear, standardized processes to document, analyze, and report on sustainability initiatives. This will ensure transparent communication, meet regulatory needs, and strengthen accountability and environmental leadership.



BY REINFORCING TRANSPARENCY, ACCOUNTABILITY, AND ETHICAL CONDUCT, WE AIM TO STRENGTHEN OUR GOVERNANCE, PROMOTE INTEGRITY, AND MAINTAIN STAKEHOLDER TRUST, SUPPORTING OUR ROLE AS AN INDUSTRY LEADER. AS PART OF OUR COMMITMENT TO CORPORATE GOVERNANCE AND INTEGRITY, SANS WILL IMPLEMENT THE FOLLOWING INITIATIVES:



01

INTELLECTUAL PROPERTY MANAGEMENT FRAMEWORK:

We are establishing a comprehensive IP framework to identify, protect, and leverage intellectual property. This includes developing policies and systems to manage IP rights and ensure effective utilization and protection.

02

INNOVATION AND TECHNOLOGY CAPACITY BUILDING:

Through workshops, seminars, and training, we will enhance workforce skills and knowledge to foster innovation, improve technology management, and drive continuous improvement across the organization.

03

ENHANCING RESEARCH & DEVELOPMENT DEPARTMENT:

We are upgrading our R&D department by improving facilities, equipment, and staffing to strengthen research capabilities, accelerate innovation, and provide SANS with a competitive edge in the industry.

04

TALENT MANAGEMENT FOR INNOVATION:

To support innovation, we will attract, develop, and retain talent with the right skills and mindset. This initiative will drive growth, enhance workforce capabilities, and strengthen our innovation framework.



COMMITMENT TO REPORTING

COMMITMENT TO REPORTING

01

ENSURING ACCOUNTABILITY AND ENHANCING TRANSPARENCY:

At SANS, we view sustainability as a continuous journey rooted in dedication and transparency. We are committed to providing comprehensive reports to ensure accountability, promote openness, and uphold ethical practices across our operations.

03

COMMITMENT TO IMPROVEMENT:

We believe in the power of data to drive improvement. As part of our sustainability strategy, we aim to enhance our sustainability reporting by increasing the comprehensiveness of the data collected, improving our analysis, and making our findings more accessible. This iterative process helps us not only to report on our impacts but also to manage them more effectively.

02

ENGAGING STAKEHOLDERS:

To strengthen relationships with academic institutions, we are implementing workshops, internships, and benchmarking programs. This initiative focuses on fostering collaboration and knowledge exchange with academic partners. By leveraging these programs, we aim to enhance engagement, ensure consistent partnership opportunities, and strengthen our overall talent development framework.

04

FUTURE ASPIRATIONS:

We aim to align our reporting with the highest global standards. This report incorporates international frameworks, and we are committed to fully adopting them to ensure relevant, reliable, and transparent disclosures that reflect our environmental, economic, and social impact.

1. GENERAL REPORTING REQUIREMENTS:

At Saudi Air Navigation Services, we believe that sustainability reporting is essential to our mission. Sustainability reporting involves disclosing an organization’s economic, environmental, and social efforts. It is a crucial tool for communicating how a company manages and performs in relation to a wide range of sustainability issues. These reports provide stakeholders, including employees, customers, and regulators, with insights into the organization’s sustainability efforts. SANS aims to comply to regulatory and key stakeholder requirements, such as GACA, within its reporting guidelines and we have considered the general key requirements across most sustainability reporting approaches as well as explored various reporting guidelines.

TANSPARENCY AND ACCOUNTABILITY

Present clear and honest information to foster transparency and credibility among stakeholders.

STAKEHOLDER ENGAGEMENT

Engage with stakeholders to understand their concerns and shape sustainability strategies.

MATERIALITY

Focus on the most significant issues for the organization and its stakeholders.

CONSISTENCY AND COMPARABILITY

Provide consistent and comparable data over time using standardized metrics and frameworks.

BALANCED REPORTING

Present both achievements and areas needing improvement for a comprehensive view of performance.

1. GENERAL REPORTING REQUIREMENTS:

To ensure comprehensive and credible sustainability reporting, various frameworks and standards have been explored. The following are a few selected frameworks along with a high-level view of their principles and requirements.

GLOBAL SUSTAINABILITY REPORTING STANDARDS:



-GLOBAL REPORTING INITIATIVE (GRI):

- Comprehensive disclosure on economic, environmental, and social impacts.
- Ensures transparency and accountability with globally recognized standards.

-SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB):

- Industry-specific standards focusing on disclosing tailored material issues.
- Provides decision-useful information to stakeholders and investors.

-CARBON DISCLOSURE PROJECT (CDP):

- Reporting on climate change, water security, and deforestation.
- Enhances environmental transparency and drives action on critical issues.

-UNITED NATIONS GLOBAL COMPACT (UN GC):

- Annual Communication on Progress (COP) reports on human rights, labor, environment, and anti-corruption.
- Promotes corporate sustainability and ethical practices through universal principles.



FORWARD-LOOKING STATEMENTS

SANS IS ADVANCING ITS ESG AGENDA THROUGH AMBITIOUS TARGETS, INCLUDING REDUCING EMISSIONS, ENHANCING EFFICIENCY, AND INTEGRATING RENEWABLE ENERGY. OUR STRATEGY ALSO PRIORITIZES ROBUST DATA COLLECTION, WORKFORCE INCLUSIVITY, ETHICAL GOVERNANCE, AND MEANINGFUL PARTNERSHIPS, ENSURING WE EXCEED GLOBAL SUSTAINABILITY STANDARDS AND LEAD BY EXAMPLE.





SANS Commitment to Sustainability