



2024

**RCU ANNUAL
SUSTAINABILITY
REPORT**



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



About this Report

Reporting Practices:

This Report is prepared in accordance with the Global Reporting Initiative (GRI) standard, focusing on material sustainability issues for both RCU and its stakeholders. The GRI content index is provided in the appendices. The report is aligned with the objectives of key frameworks including the United Nations Sustainable Development Goals (SDGs), and the United Nations Educational, Scientific, and Cultural Organisation (UNESCO), and Saudi Vision 2030. It affirms our commitment to transparency and accountability, showcasing the cultural, social, economic, environmental, and governance initiatives driving AlUla's ongoing transformation, and providing a view of our progress, challenges, and future plans.

Reporting Period:

This Sustainability Report outlines the Royal Commission of AlUla's (RCU) strategic priorities and performance across core sustainability pillars for the reporting period from January 1 to December 31, 2024, and includes activities strictly during this period. Any information included from previous years is provided where it may be helpful.

Report Scope and Boundaries:

This report covers operations of RCU and its subsidiaries within the Kingdom of Saudi Arabia (KSA). Data in this report pertains to the 2024 calendar year. Financial data is expressed in Saudi Riyals (SAR), unless otherwise specified. The selection of content for this report was informed by a set of material topics and sub-topics developed as per our approach in the Materiality Assessment section of this report. Each section within the report corresponds to a key pillar, reflecting the overarching themes essential to RCU's sustainability approach. Within each section, each sub-section represents a material topic thus providing a thorough overview of the topics considered most important by both stakeholders and our organisation.

Top Management Oversight and Internal Controls:

RCU's CEO and Chief Strategy and Digital review and approve our annual sustainability reports. For more information about our governance, refer to the Leading with Integrity and Transparency section of this report.

All figures in this report represent the latest available data, unless specified otherwise, and have been internally validated by sustainability champions, direct VPs, and Chiefs from across RCU's departments.

Feedback:

Inquiries, feedback or suggestions are welcomed through:

sustainability@rcu.gov.sa

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01

Message from the Governor of the Royal Commission for AlUla
Message from the CEO of the Royal Commission for AlUla



Message from the Governor of the Royal Commission for AlUla



Driven by Saudi Arabia's Vision 2030, the Royal Commission for AlUla (RCU) continues to advance with purpose toward its strategic objectives. Backed by the unwavering and visionary support of our leadership, and in close partnership with the people of AlUla, we remain firmly committed to protecting and preserving the region's cultural and natural heritage, while striving to position AlUla as a leading global destination for sustainable tourism.

Following the directives of His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince, Prime Minister, and Chairman of the Board of Directors of RCU, we have reaffirmed our dedication to transparency, international benchmarking, and continuous improvement. Our efforts focus on fostering harmony between people and nature, safeguarding AlUla's cultural legacy, and driving long-term, sustainable economic growth.

The year 2024 represented a pivotal chapter in AlUla's ongoing journey, with major milestones captured in this second Sustainability Report. These include significant efforts to restore ecological balance, such as the reintroduction of endangered species, the expansion of the Arabian Leopard

HH Prince
Badr bin Abdullah bin Farhan Al Saud
Governor of the Royal Commission for AlUla

Breeding Program, large-scale reforestation, biodiversity conservation, and the rehabilitation of vital ecosystems. The report also highlights substantial progress in protecting AlUla's distinctive landscapes.

Through strategic international partnerships with prominent countries and global organisations, we aim to unlock the full potential of AlUla's heritage, art, and culture. RCU is fully dedicated to conserving the region's rich biodiversity and natural beauty by adopting innovative solutions, applying cutting-edge technologies, and implementing cross-sector best practices while fostering knowledge exchange, attracting investment, and enabling sustainable development.

Building on these efforts, AlUla further strengthened its standing as a global hub for archaeology, cultural heritage, and the arts in 2024. The County continued to host dynamic forums, academic symposia, and art exhibitions, welcoming scientists, experts, specialists, and creatives from around the world. The people of AlUla also proudly shared their heritage on the international stage through participation in major international exhibitions in cities such as Paris, Beijing, and Milan.

On the preservation front, historic mosques throughout AlUla were restored, not only safeguarding the region's architectural legacy but also enriching its cultural and aesthetic identity. Meanwhile, ongoing archaeological surveys and excavations led to a major discovery in the fourth quarter of 2024: the unearthing of the ancient village of Al-Natat in Khaybar, dating back to the Bronze Age. Additional discoveries were also made in AlUla's Old Town and at the historic site of Qurh (modern-day Mabayyat).

As we reflect on the progress made, I wish to express my deepest gratitude to His Royal Highness, Chairman of the Board of Directors, for his continued support and strategic guidance. I also extend my sincere appreciation to the people of AlUla, my colleagues at RCU, and our partners across all sectors. United by shared purpose and collective resolve, we continue to elevate our aspirations as we work together to realise the vision of our leadership and position AlUla as a world-renowned destination for art, heritage, culture, and nature.





Message from the CEO of the Royal Commission for AlUla



In alignment with Saudi Arabia's Vision 2030, we are pursuing an ambitious journey to transform AlUla into a world-class destination that unites its ancient heritage with the present to shape a sustainable future. This second Sustainability Report reflects our aspirations to establish AlUla as a cultural destination of lasting impact, by expanding international cooperation and advancing sustainable economic growth.

Our strategy for growth is founded on the principles of sustainability, with a strong emphasis on empowering the people of AlUla, protecting natural environments, and celebrating cultural heritage. This year's report adopts the theme of Dark Sky, drawing attention to AlUla's distinctive natural environment and skies and underscoring our commitment to reducing light pollution as part of broader efforts to preserve the environment. Through modernized infrastructure and the adoption of smart technologies, we have achieved a **72 percent reduction** in lighting consumption in public areas.

The report highlights key achievements that contribute to restoring ecological balance, conserving biodiversity, safeguarding cultural and natural heritage, and attracting

Abeer AlAkel

Chief Executive Officer of the Royal Commission for AlUla

investment opportunities in line with national sustainability priorities.

As part of this journey, we have planted more than **500,000 seedlings** and rehabilitated over **5,000 hectares** of farmland. Agricultural waste has been repurposed into free organic fertilizer for farmers. We have also reintroduced native species into protected areas and launched the regional strategy for the Arabian Leopard Fund, an important step toward protecting this endangered species.

This report is the product of ongoing efforts to realize AlUla's vision of becoming a cultural destination of global significance. At its core lies the ambition to build a sustainable legacy that brings together a thriving community, a vibrant economy, and rich natural and cultural heritage.

The people of AlUla play a central role in this vision, safeguarding both natural and cultural heritage while protecting archaeological and tourism sites. Their commitment has been essential to ensuring a development model that balances present needs with future aspirations. In 2024, this collective effort contributed to AlUla welcoming more than **286,000 visitors** from around the world.

Our commitment to sustainability extends further through support for community initiatives, innovation, infrastructure development, and service quality enhancement. By leveraging the expertise of local and global partners, as well as through collaborations with international organizations and non-governmental institutions, we are embedding sustainability in policy, governance, and financial stewardship. AlUla has obtained ISO 37120 and ISO 37122 certifications, reflecting global standards in urban development, quality of life, digital infrastructure, and smart cities. AlUla also achieved an **82 percent score** in the 2024 Digital Transformation Index, and we remain aligned with the national target of achieving carbon neutrality by 2060.

This report presents our progress, our ambitions, and our commitment to transparency and accountability. It reflects the evolving story of AlUla, where past and present come together to shape a bold and sustainable future, and we invite you to join us on this journey.





02

Introduction



About AlUla

AlUla is a distinguished treasury of human history and cultural legacy within the Arabian Peninsula, tracing its origins back over **200,000 years**. Positioned in the northwest of Saudi Arabia, AlUla city is the capital of AlUla County and is located approximately **325 km** (about **202 miles**) north of Madinah.

AlUla has served as a pivotal intersection for various civilisations, each contributing to the region's distinct historical and cultural fabric. Its significance is underscored by its historical role as a trade caravan route dating back to the first millennium BCE, and later as a crucial site on the Hajj pilgrimage route with the emergence of Islam.

Distinct from many historical locations, AlUla is unique for its landscape, scattered with ancient structures and relics of bygone societies, providing a direct glimpse into the lives of ancient inhabitants. Among its heritage treasures are the Old Town, the Cultural Oasis, Hegra, Dadan, Jabal Ikmaah, the Khaybar Oasis, Tayma, and Wadi AlNaam.

The conservation of these historical assets allows residents, visitors, and researchers to explore a seamless narrative of human history, unsullied by modern developments and preservation efforts that might otherwise have diluted its stories.

AlUla's unique blend of natural beauty and archaeological significance makes it not only a place of historical interest, but a living museum where the legacy of human achievement is deeply woven into the fabric of the land.



About the Royal Commission for AlUla

The Royal Commission for AlUla was established by Royal Decree on 20 July 2017. Its primary objective includes the conservation and enhancement of AlUla, leading its sustainable evolution as one of the Kingdom's foremost archaeological, cultural, and environmental landmarks.

RCU's efforts are guided by AlUla's historical significance and are aligned with the AlUla Vision, advancing its economic, social, and cultural objectives in harmony with Saudi Vision 2030. We are embarking on a long-term plan to develop and deliver a sensitive, sustainable transformation of AlUla, reaffirming it as one of the Kingdom's most formidable touristic and cultural attractions, welcoming visitors from around the world.

With the fulfilment of AlUla Vision by 2035, we aim to welcome two million annual visits to AlUla, add **151 billion Saudi Arabian Riyals (SAR)** in cumulative contributions to the Kingdom's Gross Domestic Product (GDP), and create **40,912 new jobs** across various sectors in AlUla.

A key priority for us is the creation of positive social and economic impacts by supporting and empowering the local community of

AlUla. Additionally, we aim to maximise the responsible utilisation of AlUla's rich historical heritage, environmental, natural, tourism, sports, and artistic resources.

These efforts are aimed at fostering a prosperous and sustainable economy that actively engages the community in the development process. We endeavour to establish a lasting legacy for AlUla, positioning it as the world's largest open museum.





03

RCU's Approach to Sustainability



RCU Vision and Purpose



Vision

AlUla - a cultural landscape, a journey through time in the largest open museum



Mission

To enable AlUla development for its communities and visitors through regenerating and protecting its cultural landscape and providing quality of life



RCU Strategic Objectives

RCU has defined a comprehensive **14 Strategic Objectives** embedded within AlUla and RCU's strategy. These objectives serve as the foundation for long-term planning, investment, and policy-making, ensuring that every initiative contributes to sustainable, inclusive, and resilient development across the region.

Organised across **seven strategic pillars**, Tourism, Heritage, Arts & Culture, Nature & Wildlife, Economic & Social Development, Spatial Development, Enabling Services, and Institutional Excellence, these objectives guide RCU's operational priorities and strategic direction.

Each objective is supported by a set of attributes that help translate strategic intent into measurable outcomes, ensuring accountability and impact across all areas of sustainable development.



Values



Diligence

We work thoroughly and rigorously to consistently deliver



Surprising

Our curiosity and innovative ways of working create surprising and memorable experiences



Grit

We set goals, and we work with determination and resolve to make them happen



Clarity

We keep it real by focusing on what really matters



Accountable

We take full responsibility for all our actions, and we practice honest and open communication



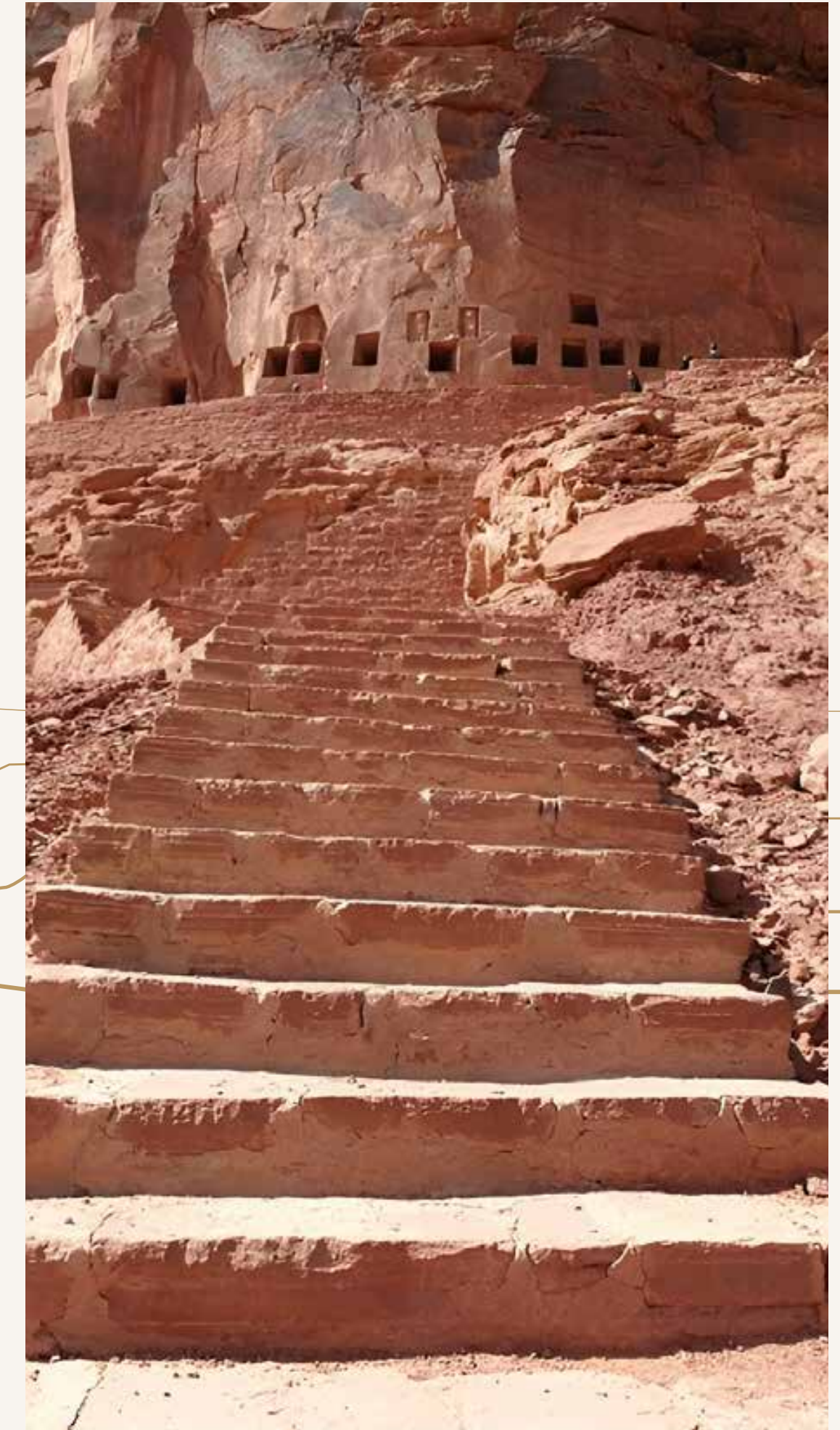
Nurturing

We are driven by the responsibility we feel for our heritage, the environment, the community, and each other



Engaging

We work together as one; we craft our journey together and welcome everyone to be part of it



Heritage site - Dadan



AlUla and RCU Strategic Objectives



Tourism

01 Objective

Develop a successful and responsible global tourism destination

Attributes

- Ensure global awareness of AlUla
- Offer diverse and authentic experiences for visitors' continuous interest and delight
- Drive sustainable growth of AlUla's tourism sector for socio-economic impact



Heritage, Arts & Culture

02 Objective

Discover, activate and conserve heritage

Attributes

- Discover and activate heritage
- Conserve and safeguard heritage

03 Objective

Develop Arts & Culture offerings and communities

Attributes

- Develop and promote Arts & Culture offerings
- Build communities for Arts & Culture



Nature and Wildlife

04 Objective

Conserve nature and wildlife

Attributes

- Create and activate protected areas to conserve ecosystems, fragile habitats, and biodiversity
- Restore and enhance degraded ecosystems and ecological processes
- Conserve and reintroduce native species



Economic and Social Development

05 Objective

Develop a vibrant, prosperous, and engaged community

Attributes

- Ensure socio-economic prosperity and engagement of AlUla's community
- Develop the skills and capabilities of AlUla's community
- Improve quality of life for AlUla's residents

06 Objective

Develop a sustainable economy

Attributes:

- Develop priority sectors' value chains
- Ensure sustainable growth of the SME sector in AlUla
- Ensure local content development across sectors in AlUla



Cultural heritage activities at AlUla



Spatial Development

07 Objective

Ensure sustainable spatial development

Attributes

- Develop spatial planning in accordance with Framework Plan principles
- Ensure timely delivery of key assets in line with development guidelines
- Ensure economic returns from assets developed

08 Objective

Attract investment and funding for AlUla

Attributes

- Develop an investor-friendly incentive framework
- Attract investments and ensure sustainable funding sources



Enabling services

09 Objective

Regulate effectively

Attributes

- Enable development through transparent and effective regulations

10 Objective

Provide streamlined county services

Attributes

- Provide and facilitate smart county services
- Ensure services' economic feasibility

11 Objective

Ensure security and safety for residents and visitors

Attributes

- Ensure seamless and holistic security
- Ensure a safe environment for residents and visitors
- Provide prompt and appropriate emergency responses



Institutional Excellence

12 Objective

Attain human capital excellence

Attributes

- Attract, develop, and retain the best talent
- Ensure employee engagement and satisfaction

13 Objective

Attain organisational excellence

Attributes

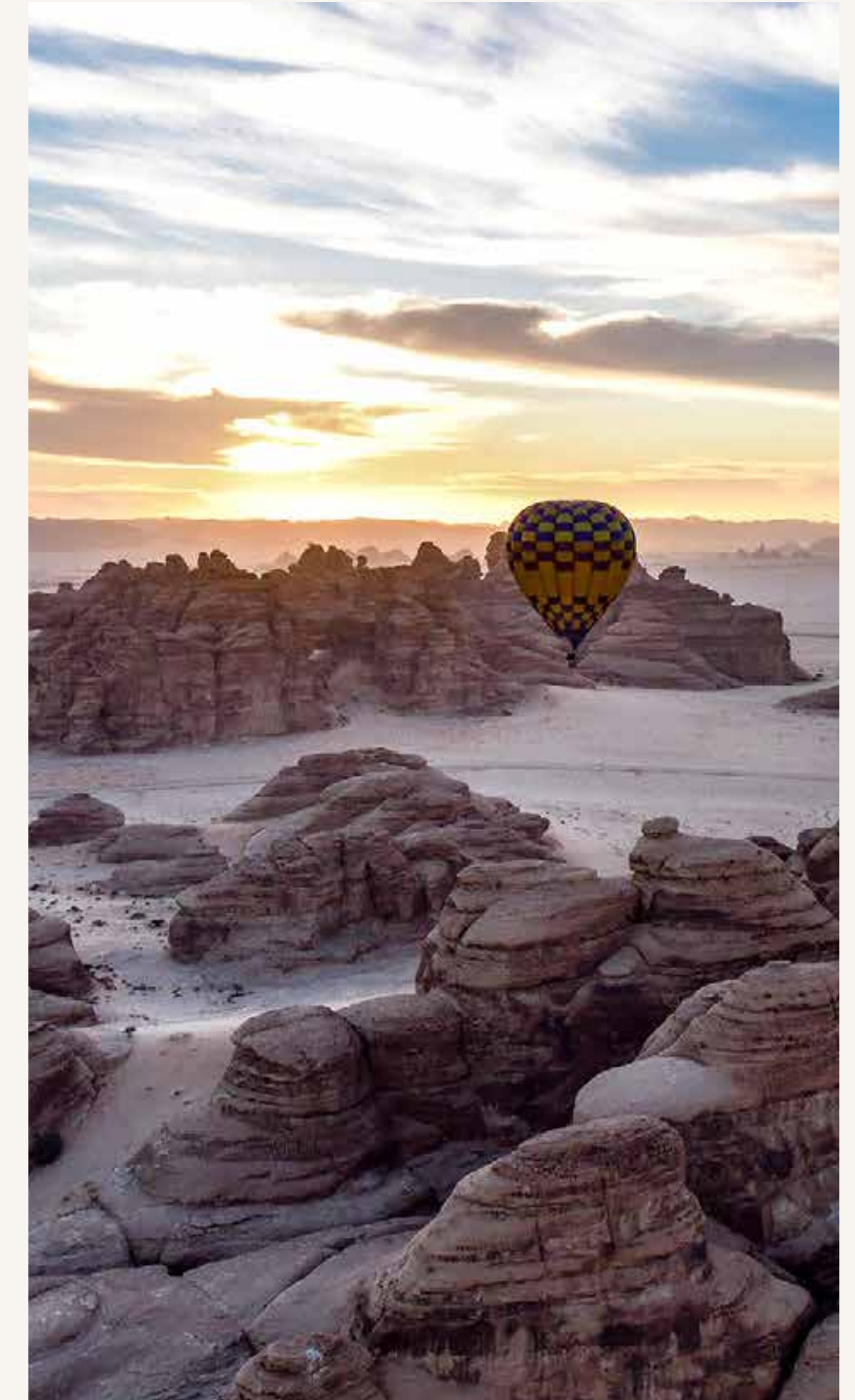
- Plan, implement, and monitor successful delivery leveraging reliable and trusted technology solutions
- Ensure effective and efficient policies, business processes
- Develop accurate financial planning, compliance, and governance mechanisms

14 Objective

Foster innovation

Attributes

- Nurture innovation in AlUla
- Cultivate innovation at RCU



AlUla's authentic and immersive experiences



AlUla Sustainability Charter

The AlUla Sustainability Charter is the cornerstone of RCU's vision for responsible development, guiding planning, design, and implementation across the region. Rooted in the timeless authenticity of AlUla, the Charter defines a bold and holistic approach to sustainability that connects past, present, and future, while protecting the County's cultural and natural resources.

At its foundation are the **12 Strategic Principles** of the AlUla Framework Plan, which inform every aspect of RCU's work, from infrastructure and tourism to agriculture and heritage. Grounded in the tenets of Vision 2030, these principles embed sustainability into every layer of development and decision-making.

Through the Charter, these principles are translated into specific objectives, policies, and spatial decisions imagined across County

maps, which are currently being refined for implementation. By mapping policies and objectives, the Charter aligns operational decisions and governance mechanisms with each principle to ensure that sustainability is not only a guiding philosophy, but a practical framework for action and accountability.

Together, the Charter and the Strategic Principles enable the region to evolve through sustainable development, circular economy, and resiliency, creating more liveable communities, distributing economic value equitably, and fostering innovation for generations to come.





The following are the 12 Strategic Principles, alongside their corresponding objectives and policies, that guide development in AlUla :



Safeguard the Natural and Cultural Lands

RCU will protect and celebrate the cultural and natural assets of AlUla to ensure the vision and values embedded within the Charter of AlUla are realised.

The **ten objectives** under this principle aim to protect AlUla's heritage and landscapes, preserve its visual and sensory qualities, promote cultural exchange, and ensure development does not compromise environmental or cultural integrity. The **ten policies** focus on safeguarding tangible and intangible heritage, conserving environmental and spatial assets, and maintaining experiential qualities such as views, darkness, and tranquillity.



Celebrate Heritage, Culture & Arts as a Global Destination

RCU will highlight AlUla's history, inviting visitors to experience, celebrate and engage with our cultural heritage and its expression through the arts. We will develop programs and activities that enrich both visitors and local communities.

The **seven objectives** under this principle aim to activate a living museum, reinterpret AlUla's civilisational history, evolve it into a global cultural destination, foster cultural exchange, empower communities, inspire artistic expression, and drive cultural production. The **four policies** focus on heritage interpretation, historic storytelling, integration of the arts, and cultural programming.



Sustain Ecosystems and Wildlife

AlUla's diverse ecological assets will be restored to healthy and vibrant systems. They will be safeguarded from further harm and deterioration for the benefit of current and future generations.

The **four objectives** under this principle aim to establish protected areas, restore habitats and ecosystems, protect and balance natural water resources, and reintroduce native species and planting. The **twelve policies** focus on habitat connectivity, landscape and water protection, biodiversity restoration, species management, and the designation of protected areas such as AlUla National Park, Sharaan National Park, and the Cultural Oasis.



Maintain Balanced Agriculture

RCU will facilitate the development of agriculture in the historic oasis and across AlUla in-line with best practices of sustainable land and resource management.

The **six objectives** under this principle aim to promote sustainable food production, implement climate-resilient practices, diversify agriculture, recycle organic waste, manage water use efficiently, and regenerate the historic oasis. The **seven policies** focus on local supply chains, food safety, land and water management, integrating agriculture with conservation, and supporting agriculture within the oasis and Hegra Plain.

Objectives **10**

Policies **10**

Objectives **7**

Policies **4**

Objectives **4**

Policies **12**

Objectives **6**

Policies **7**



Develop Light Touch Tourism

RCU will warmly welcome visitors eager to experience AlUla's cultural and natural heritage, yet remain ever mindful of our duty to protect and conserve the unique qualities of our heritage and resources that make AlUla an exceptional global destination.

The **five objectives** under this principle aim to implement responsible tourism, offer distinctive hospitality, create year-round experiences, enable exploration through trails, and promote environmental awareness. The **nine policies** focus on tourism infrastructure, hospitality distribution, visitor experiences and journeys, seasonal programming, and sustainable visitor management.



Ensure Subtle Connectivity and Accessibility

A multi-modal network of light-touch mobility options will facilitate travel across AlUla, providing comfortable accessibility and connectivity to our numerous cultural, natural, and civic sites.

The **five objectives** under this principle aim to create scenic journeys, promote walkability, support sustainable transport, minimise environmental impact, and strengthen regional connections. The **seven policies** focus on mobility networks, gateways, roads, public transport, walking and cycling, logistics, and air travel.



Revitalise, Restore & Regenerate the Built Environment

As AlUla undergoes new developments that support expanded cultural and commercial activities, we will ensure that the historic urban environment traditions and the traditions manifested in the existing buildings and places are honoured and respected.

The **nine objectives** under this principle aim to reflect AlUla's heritage in built form, enhance public spaces, guide regeneration, embed sustainability, expand open spaces, ensure comfort, restore heritage, promote local materials and techniques, and engage communities. The **twelve policies** focus on settlement strategy, development zones, growth limits, land use, regeneration, heritage restoration, new settlements, public realm design, sustainable architecture, context-sensitive development, and quarry management.



Enable the Local Community

AlUla's people are central to its long-term success. We work closely with all communities to develop opportunities to participate in the transformation.

The **six objectives** under this principle aim to grow the local economy, expand quality jobs, ensure access to facilities, promote inclusive development, offer training, and engage the community. The **eight policies** focus on community facilities, local engagement, job creation, economic clusters, business support, local employment, and construction worker housing.

Objectives **5**

Policies **9**

Objectives **5**

Policies **7**

Objectives **9**

Policies **12**

Objectives **6**

Policies **8**



Incorporate Imaginative Infrastructure

Innovative infrastructure networks within the region will expand to keep pace with AlUla's own growth. These networks will be designed to allow continuous adaptation to emerging needs.

The **seven objectives** under this principle aim to deliver essential utilities with low impact, expand discreet telecom coverage, use renewable energy, reduce waste and water demand, enable green drainage, and offer beneficial digital services. The **ten policies** focus on utility planning, energy systems, water and waste management, storm-water control, resource efficiency, and digital and telecom infrastructure.



Integrate Invisible Security

As the guardians of AlUla, RCU is committed to creating a safe and secure environment for all visitors, citizens, and stakeholders, while also protecting the exceptional heritage treasures.

The **eight objectives** under this principle aim to design risk-aware spaces, balance access and movement, foster ownership, create welcoming environments, ensure surveillance, apply fit-for-purpose security, build resilience, and maintain public image. The **six policies** focus on expert input, comprehensive engagement, context-driven solutions, balanced approaches, security alignment, and accountability.



Circular Economy

RCU will pursue Cradle to Cradle Design™ solutions for the development of places, products, and systems in AlUla. This will ensure that safe and healthy materials flow through the circular economy, in continuous process of use, recovery, and reuse.

The **eight objectives** under this principle aim to promote safe, beneficial products, engage communities in sustainable tourism, lead circular economy innovation, achieve carbon positivity, repurpose all materials, set green procurement standards, model recycling systems, and shape broader policy dialogue.



Embed Resilience

RCU will develop strategies to anticipate changes, future-proofing AlUla to minimise stresses and challenges from an unknown and unpredictable future.

The **three objectives** under this principle aim to thrive through change, foster future-minded decision-making, and embed resilience practices across local and regional communities

Objectives **7**

Policies **10**

Objectives **8**

Policies **6**

Objectives **8**

Objectives **3**

To support the execution of the Sustainability Charter and Strategic Principles, stakeholder engagement and cooperation is imperative, thus ensuring that every initiative delivers meaningful benefits for both society and the environment. Their insights and participation will help shape a future that is inclusive, sustainable, and locally grounded. We actively welcome the involvement of local and global partners who share our commitment to responsible development.



Sustainability Statement

Sustainability at RCU is not only a strategic priority, it is a legacy. Rooted in the timeless heritage of AlUla and guided by the spirit of innovation, our sustainability journey honors the wisdom of ancient civilizations including the Neolithic communities, the Kingdoms of Dadan and Lihyan, and the Nabataeans.

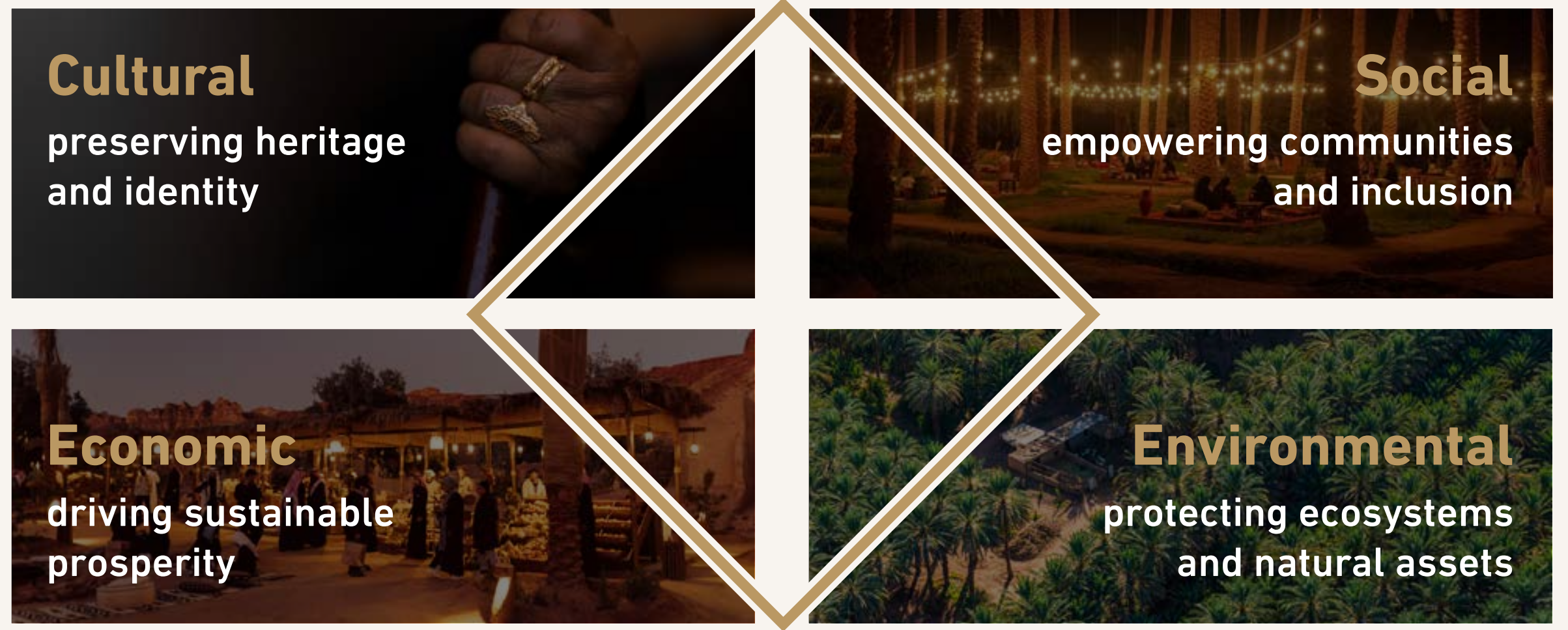
This deep cultural inheritance shapes our approach to sustainable development, placing the protection of AlUla's natural landscapes, cultural and natural heritage, and local communities at the heart of everything we do.

With the AlUla Strategic Framework Plan and its **12 Strategic Principles** as our compass, RCU integrates sustainability across all operations, ensuring long-term prosperity for AlUla, its residents, the nation, and future generations. Each principle is supported by strategic objectives, policies, and strategies that

reflect our commitment to innovation, inclusivity, and environmental stewardship.

By linking past traditions with present innovation and future aspirations, the AlUla Sustainability Charter outlines a holistic vision for responsible development, honoring AlUla's authentic identity and safeguarding its resources.

RCU regards its natural landscapes, cultural legacy, and local community as invaluable assets. Our vision for sustainability embraces four interconnected dimensions:



These pillars are underpinned by strong governance dedicated to responsible stewardship. Further to this, our **16 material topics**, identified through a robust process, involving multiple stakeholders, represent our commitment to track and report our sustainability performance.

Long-Term Strategy and Direction:

Transition:

RCU is evolving from a pioneering commission into a civic institution for sustainable progress. This transition balances present-day enhancement with preservation of AlUla's storied past, fostering a resilient community that values both heritage and future potential.

Strategic Pillars:

At the heart of AlUla's and RCU's strategy lie the following core pillars:

Tourism

Heritage, Arts & Culture

Nature & Wildlife

Economic & Social Development

These are supported by enabling pillars that provide the infrastructure for sustainable delivery:

Spatial Development

Enabling Services

Institutional Excellence

RCU upholds robust governance standards, including a comprehensive Code of Conduct and Ethics that is applied to employees, contractors, and supply chain partners. Our governance culture is built on transparency, inclusivity, and accountability, ensuring ethical operations and long-term resilience across all aspects of development.

By linking past traditions with present innovation and future aspirations, RCU continues to build a globally recognised model for sustainable heritage and landscape development, one that safeguards AlUla's identity while enabling bold, regenerative growth.




Our Sustainability Planning Department's Mandate

The focus of this department is to foster a sustainable future by ensuring the integration of environmental, cultural, social, and economic sustainability dimensions into the RCU's core strategy. In addition, develop comprehensive sustainability strategies, policies, and initiatives that ensure sustainable development. Furthermore, establish and monitor controls to promote resource efficiency and community wellbeing. Through cross-sector collaboration and monitoring of sustainability initiatives, the department aims to create an ecosystem that supports cultural heritage preservation, promotes social wellbeing, and drives sustainable economic development, support relevant stakeholders by providing strategic advisory services and raising awareness around sustainability areas.

Partnerships are fundamental to RCU's sustainability mission. Our progress is powered by strategic collaboration with national leadership, ministries, and a trusted network of global and regional partners, including:

 France	 The United Nations Educational, Scientific and Cultural Organisation (UNESCO)	 The International Union for Conservation of Nature (IUCN)	 Ministry of Culture
 Italy	 The International Council on Monuments and Sites (ICOMOS)	 King Abdullah University of Science and Technology (KAUST)	 Cultural Development Fund
 China	 Red Sea Global		

We acknowledge our current position and remain committed to continuous improvement across the Commission. We strive to expand our capabilities and elevate our performance in the years ahead. We warmly welcome collaboration with organisations that share our values and vision, with the goal of safeguarding AlUla for future generations.

 This report stands as testament to our enduring dedication to a sustainable future for our community, culture, and contribution to national development and inclusive growth



Cultural Oasis



Our Sustainability Journey

July 2017

Establishment of RCU through Royal Decree

2018

Development of AlUla's and RCU's Strategy

2019

Development of the Strategic Framework Plan + 10 Principles

2019

MoU signed with Panthera for the revitalisation of the Arabian Leopard

2021

Development of AlUla Sustainability Charter

June 2021

Development of Net-Zero Carbon Strategy

May 2021

MoC signed with IUCN for collaboration on environmental policies and protected areas, biodiversity, and sustainable tourism

2023

Recognised as an outstanding organisation and awarded a **5-star rating** for organisational excellence by the European Foundation for Quality Management (EFQM)

July 2023

MoU signed with UNESCO for cultural collaboration

February 2023

Development of Strategic Principles N.11 and N.12

November 2022

MoU signed with the World Bank to support AlUla sustainable regeneration, through sustainable tourism development, local economic development, and environmental and social risk management

December 2021

Development of the Environmental Sustainability Strategic Roadmap

2024

AlUla Manara and AlGharameel were recognised by Dark Sky International (DSI) as the first accredited sites in the GCC, placing them among the **top 5%** of certified dark sky locations globally

2024

Recognised as "Best Workplace" by the Best Places to work organisation

2024

Developed Sustainability Master Policy

2024

Achievement of ISO 37120 certification for Sustainable Development of Communities: Indicators for City Services and Quality of Life

2024

Completed detailed Management Plans for all Protected Areas in collaboration with the IUCN, and reclassified under the IUCN Protected Areas Categories



2024 Performance Highlights | Environmental Highlights



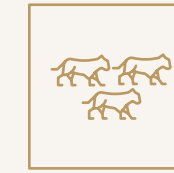
Total terrestrial protected area to

13,026 km²



Animals released into protected areas

621



Birth of new leopard cubs

5 Cubs



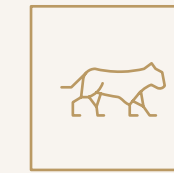
Trees planted in AlUla protected areas

530,000



Activated protected areas

6



Accreditation of the Arabian Leopard Breeding Centre by the European Association of Zoos and Aquaria



Area of restored degraded lands (ha)

5,100



Replacement of traditional lighting units with LED lights leading to **72%** reduction in lighting consumption in public spaces

8,650 lights



Flora species revegetated in AlUla

60



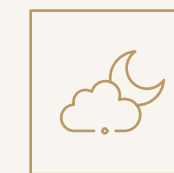
Total Peregrina registered farms

159



Participated in UNCCD COP16 & Saudi Green Initiative Forum in Riyadh, with a total number of attendees reaching

+20,000



AlUla Manara and AlGhameel were officially certified as the region's first International Dark Sky Park by Dark Sky International (DSI)



Arabian Leopard



2024 Performance Highlights | Social Highlights



Satisfaction levels among residents of AlUla based on the average resident rating of their quality of living in AlUla

96%



Received ISO 37120 certification, Sustainable Development of Communities: Indicators for City Services and Quality of Life



Digital transformation index (Qiyas)

82%



Resident satisfaction level with safety and security services

97%



Level of satisfaction with digital tools and services

90%



Employee engagement level demonstrating successful initiatives to foster a motivated workforce

81%



AlUla positive sentimental indicator

88%



Recognition as Best Workplace certified by the Best Places to Work organisation



Scholarships awarded and graduation of 124 male and female students

727



Coverage of water services to population

95%



Employee retention rate

91%



Residents graduated from AlUla advanced upskilling programs

5,893



RCU employees at the Annual Gathering for 2024 "Together We Grow"



2024 Performance Highlights | Social Highlights



Graduated residents from AlUla training programs

4,983



Student-centered activities engaged students and teachers

+1,100K



Achieved views on the sport club's social media platforms

+40million



Launched Saon AlUla Campaign, a key initiative for AlUla's environmental awareness and long-term behavioral change



The 1st dedicated schools engagement week during the Ancient Kingdoms Festival with a total of 376 students attending

376



AlUla awarded the Arab Bike City Award



Launched the Unified Complaints Centre (940) with 24/7 municipal service support, achieving an 85% satisfaction rate

85%

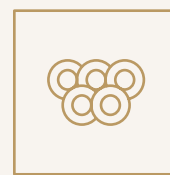


17 gold, 11 silver, and 18 bronze medals won by talents in sports at AlUla's club



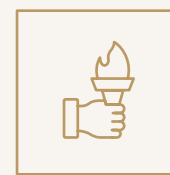
AlUla Desert Blaze attracted 330 participants from 60 nationalities

330



Celebrated World Olympic Day, engaging 65 participants across the Kingdom

65



Hosted the 2024 Saudi Games Torch Relay in collaboration with the "Saudi Arabian Olympic Committee", spanning 2 days of activations and photo shoots in AlUla's iconic locations



Partnered with Sports for All Federation (SFA) to encourage 2,700 participants to complete 8,000 steps daily in the 21-Days Summer Walking Challenge

2,700



AlUla Desert Blaze attracted participants from different nationalities



2024 Performance Highlights | Cultural Highlights



Visitors' satisfaction with heritage sites experience

96%



Accessioned items in the collection management system

26,617



Discovery of an animal head statue dating back to ~7,200 BCE (Khaybar Long Durée Project)



Visitors to Tanora Celebrations

88,000



Movable art and heritage assets with condition assessment

50,777



Discovery of a 15km Bronze Age rampart from 2250–1950 BCE



Heritage sites recognised by international organisations

6



Organisation of the "AlUla, Wonder of Arabia" exhibition in Beijing's Forbidden City with a total of **250,000 visitors**

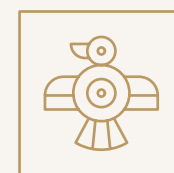


Discovery of one of the Old Town's mosques through archaeological excavations



Heritage sites open to visitors

6



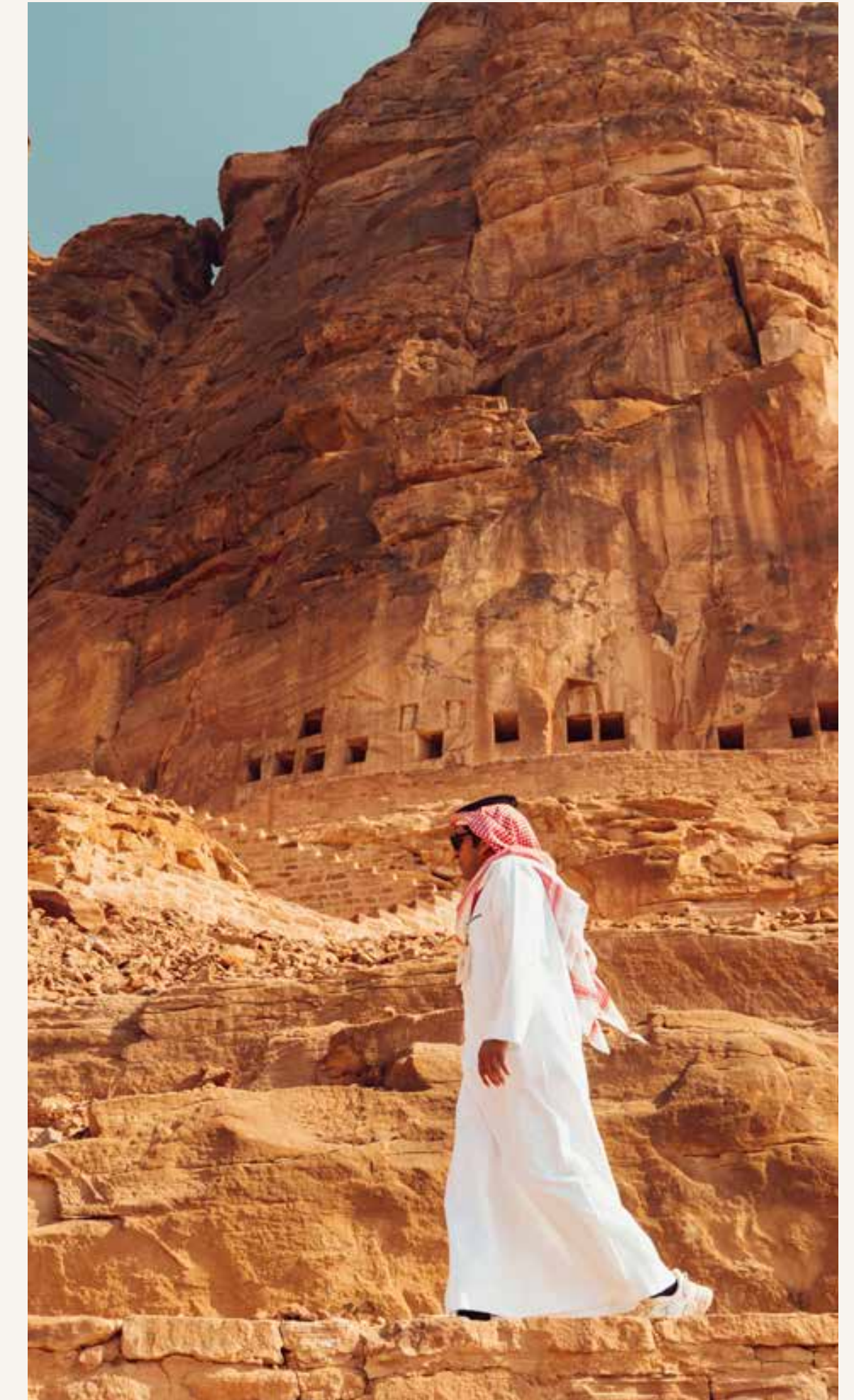
AlUla destination awareness showing increased destination popularity and driving off-season tourism

45%



Heritage Sustainability Index achieved a score of

0.79



Dadan



2024 Performance Highlights | Cultural Highlights



Peer-reviewed heritage research publications about AlUla

48



Attractions activated

73



Residents participated in art and culture vocational training

207



Living heritage elements documented by local participants

45



Total number of calendar events

44



AlUla World Archeology Symposium convened **80** delegates from **34** countries and featured **17** speakers, bringing together archeology and heritage experts

80



Announcements and communications of cultural heritage

459



AlUla inspired books showcased in Book Oasis of Stories

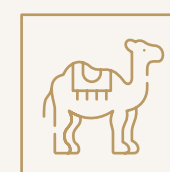
700



Published AlUla Old Town: An Oasis of Heritage (Assouline) online on July 2024



Opening of Dar Tantora Heritage Hotel (30 rooms)



Participants at camel racing season in Mughayra Heritage Sports Village **1,500**



AlUla Cultural Oasis



2024 Performance Highlights | Economic Highlights



Total number of visitors

286,259



Spend on local suppliers with a strong commitment to supporting AlUla's economy, job creation, and long-term sustainability

88%



Average monthly income

8,037 SAR



Jobs generated by non-tourism sectors

8,326



Active micro, small, or medium-sized enterprises (MSMEs) for 3 years or more in AlUla

628



Hospitality keys

796



Jobs created in the tourism sector

2,169



New MSMEs in AlUla

269



Achieved tourist satisfaction rate

94%



Souvenirs shop - Old Town



2024 Performance Highlights | Economic Highlights



Dates produced from over **4.1 million** palms spanning **16,831** hectares
171,915 tons



Local and international entities joined Dates Conference & Exhibition
+100



Attendees in AlUla date auction
+1,500



Films produced in AlUla
9



Wireless broadband coverage
64%



The Chedi Hegra opened at UNESCO's Hegra Train Station with **33** restored rooms, suites, and villas



Restored steam engine - Chedi Hegra



2024 Performance Highlights | Governance Highlights



Transparency level of regulatory system

99%



Launched Data Analytics Hub to support strategic decision making with AlUla statistics



Electronic services to develop and launch the first package of digitised municipal affairs, environment, water and agriculture, tourism, and entertainment services were developed

97



Achieved satisfaction level with local regulations

99%



Published databases, improving data access and transparency

25



Preparation and approval of **101** internal policies, and updating of **22** approved policies since the establishment of the RCU



Developed policies covering whistleblowing, anti-bribery, anti-fraud, and anti-money laundering



Achieved Cybersecurity score of

8.70

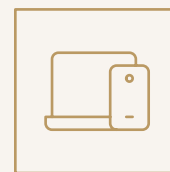


Organisation of more than **120** training workshops for policy preparation, in addition to the organisation of more than **300** guidance sessions for review of the content of the policies that were prepared

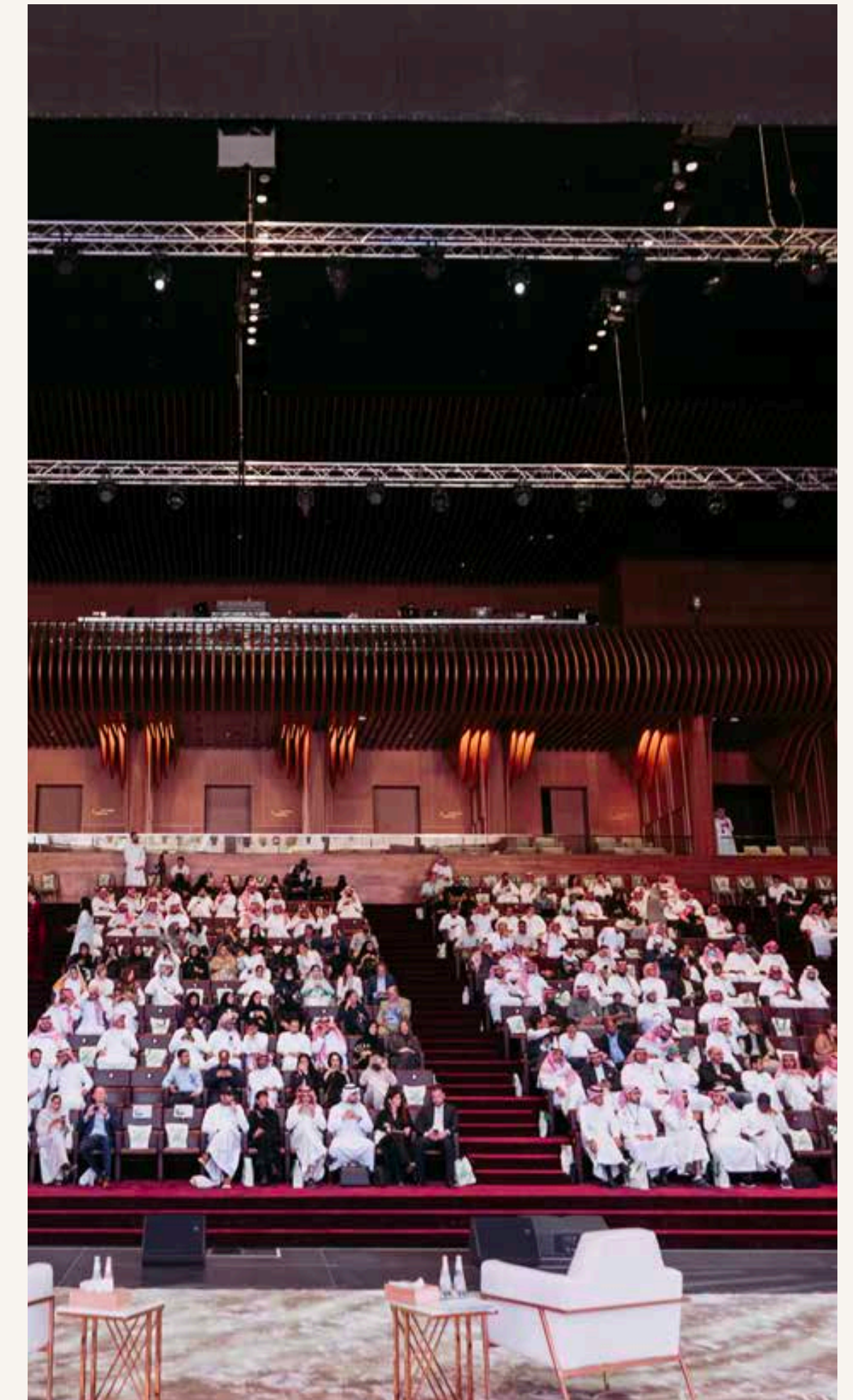


Received ISO certifications in quality, innovation, and related fields

11



Development and launch of several digital platforms including the Governance, Risk, and Compliance Management System, and Legal System










Engaging RCU employees



Stakeholder Engagement

Engaging with stakeholders is central to how RCU identifies priorities and drives meaningful outcomes. In 2024, we strengthened our engagement practices to ensure that our actions reflect the expectations of those who matter most. Through workshops, surveys, initiatives, capacity building, outreach and open dialogue, we created opportunities for stakeholders to develop, share insights, raise concerns, and influence decisions in a transparent and inclusive way.

Our engagement covered employees, local communities, visitors, suppliers, government entities, partners, and leadership bodies, providing a comprehensive view of what is most important. We also advanced our engagement practices to ensure that our materiality assessment and reporting captured the issues that matter most. The insights gathered through this process directly informed the prioritisation of our material topics.

Stakeholder Group		Stakeholder Expectations	How we engage	How we create value
Internal Stakeholders	 Employees	Fair employment practices, safe and inclusive workplaces, career development, transparent communication, and effective grievance mechanisms.	Regular internal communications, engagement surveys, training and development programmes, and recognition initiatives.	Safe, inclusive workplaces, career growth, and a purpose-driven culture.
	 Leadership & Oversight	Strategic clarity, robust governance, risk management, and credible sustainability performance	Governance committees, performance reviews, and strategic workshops	Informed oversight, risk mitigation, and long-term value creation
External Stakeholders	 Local Community	Local job creation, SME support, training opportunities, cultural respect, and open dialogue on development impacts.	Community meetings, training sessions, local initiatives, and feedback mechanisms	Economic opportunities, skills development, and improved quality of life
	 Visitors and Tourists	Authentic, safe and respectful experiences High service quality and accessibility Clear information, sustainable	Visitor information platforms, feedback channels, and service quality monitoring.	Memorable, sustainable visitor experiences and enhanced destination appeal.
	 Suppliers and Contractors	Fair procurement processes, timely payments, clear requirements, and support for sustainability and HSE compliance.	Supplier onboarding, performance reviews, and capability-building programmes	Predictable business opportunities, fair practices, and ESG capability uplift
	 Government Agencies and Regulators	Compliance with regulations, contribution to Vision 2030 goals, transparent reporting, and protection of heritage and environment.	Policy consultations, compliance reporting, and joint planning sessions	Policy alignment, compliance leadership, and socioeconomic impact delivery
	 Partners	Long-term partnerships that deliver shared value, clear governance and roles, respect for intellectual property, and measurable cultural and environmental impact	Collaborative agreements, joint initiatives, and knowledge-sharing platforms	Shared cultural, environmental, and research outcomes, and enhanced visibility



Materiality Assessment

Purpose and Scope

In 2024, RCU carried out a comprehensive materiality assessment to identify and prioritise sustainability topics most critical to our stakeholders and long-term organisational resilience. This process is in accordance with GRI standards, and ensures alignment with UN SDGs, Saudi Vision 2030, and global best practice, while reinforcing our commitment to transparent, stakeholder-driven reporting.

Our Approach

The assessment combined strategic foresight with rigorous stakeholder engagement and evidence-based benchmarking. It unfolded in five distinct stages.

To ensure strategic alignment, we began by reviewing internal priorities, international standards, regulatory requirements, and national objectives to ensure the scope reflected RCU's strategic direction and compliance obligations. This step provided the foundation for defining relevant sustainability themes.

Next, we conducted peer and industry benchmarking, analysing sustainability disclosures from leading and comparable sustainability organisations to identify common and emerging themes. This ensured that our long list of topics was comprehensive and future-focused, reflecting both sector trends and global expectations.

The third stage focused on stakeholder engagement. To capture diverse perspectives, we organised two interactive workshops and distributed surveys to RCU sustainability champions, representing RCU

internal stakeholders. These sessions enabled participants to score and comment on the relevance and impact of each topic, helping us refine the initial long list into a focused shortlist.

Topics were assessed using a dual-axis lens: impact on stakeholders and impact on RCU. Champions ranked each topic across both dimensions on a scale of one to five, allowing us to identify those with the most significant actual or potential impacts, positive or negative.

Following this, we moved to leadership validation. After shortlisting topics with champions, we held two dedicated sessions with RCU senior leadership to secure input and formal approval. This step ensured that the final prioritised material topics aligned with strategic priorities and governance expectations.

Finally, the results were mapped on a materiality matrix, providing a clear and visually engaging representation of which issues are most material.

Key Outcomes of our Assessment

The 2024 materiality assessment delivered three major outcomes that now underpin RCU's sustainability efforts. First, it produced a prioritised set of 16 material topics and 51 sub-topics, structured across four strategic pillars, environmental, social, cultural, and economic, with governance as a cross-cutting dimension. Second, these priorities were mapped on a validated materiality matrix, providing a clear visual of their relative importance based on impact on stakeholders and on RCU. Finally, the process established a reporting framework, endorsed by senior leadership, and in accordance with GRI Standards, aligned with Saudi Vision 2030, and other leading disclosure requirements, ensuring our future reporting remains transparent, consistent, and globally benchmarked. To ensure alignment with current practices and support integration, we mapped our internal KPIs across our identified material topics and sub-topics. To demonstrate this, our KPIs are displayed across the corresponding sections across this report.





Material Topics and Sub-Topics



Environmental

Carbon Footprint	Water Management	Waste and Circular Economy	Biodiversity
Carbon Neutral Energy Green Mobility	Water Network Water Source Water Use	Waste Generation Waste Collection Waste Treatment	Conservation and Protection Rewilding Restoration Sustainable Urban Development



Social

Health, Safety and Wellbeing	Social Advancement	Skills & Excellence	Engagement and Cooperation
Good Health Quality of Life Worker Safety Sports Pollution	Access to Social and Municipal Services Diversity & Inclusion Inclusive Education Poverty Reduction	Knowledge Transfer & Upskilling "Talent Management" Labour Conditions	Community Engagement International Cooperation Access to Information



Cultural

Heritage Conservation	Local Access and Contribution	Cultural Development
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<p>Tangible Heritage Conservation</p>	<p>Cultural Education</p>	<p>Self-Sufficiency</p>
<p>Intangible Heritage Conservation</p>	<p>Local Participation</p>	<p>Public Support & Private Sponsorship</p>
	<p>Cultural Infrastructure & Facilities</p>	<p>International Visibility</p>



Economic

Long-Term Value Creation	Local Content
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<p>Sustainable Tourism</p>	<p>Entrepreneurship & Local SMEs</p>
<p>Infrastructure & Service Quality</p>	<p>Local Production & Consumption</p>
<p>Diversification & Innovation</p>	<p>Local Job Creation</p>
<p>Green Finance</p>	



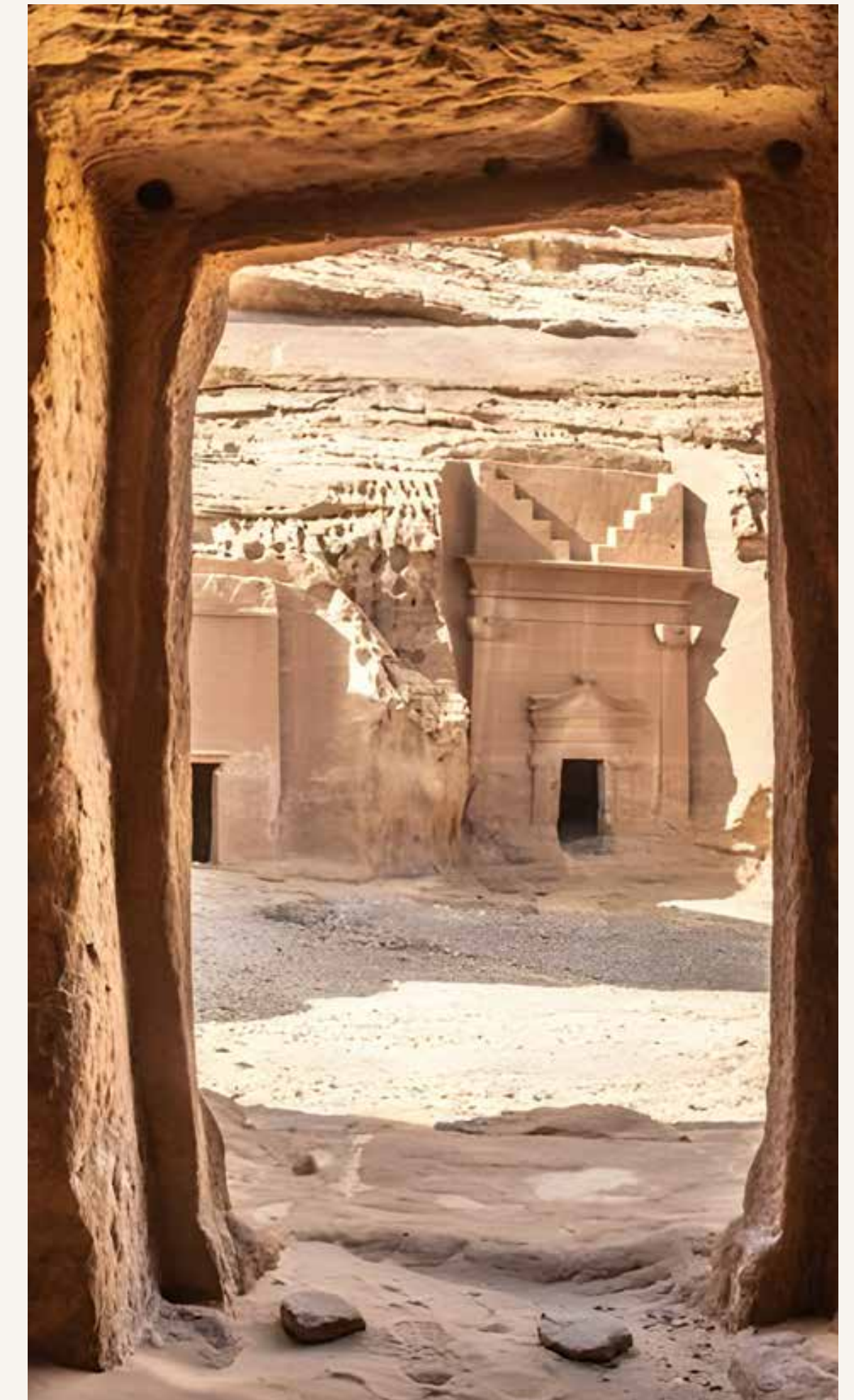
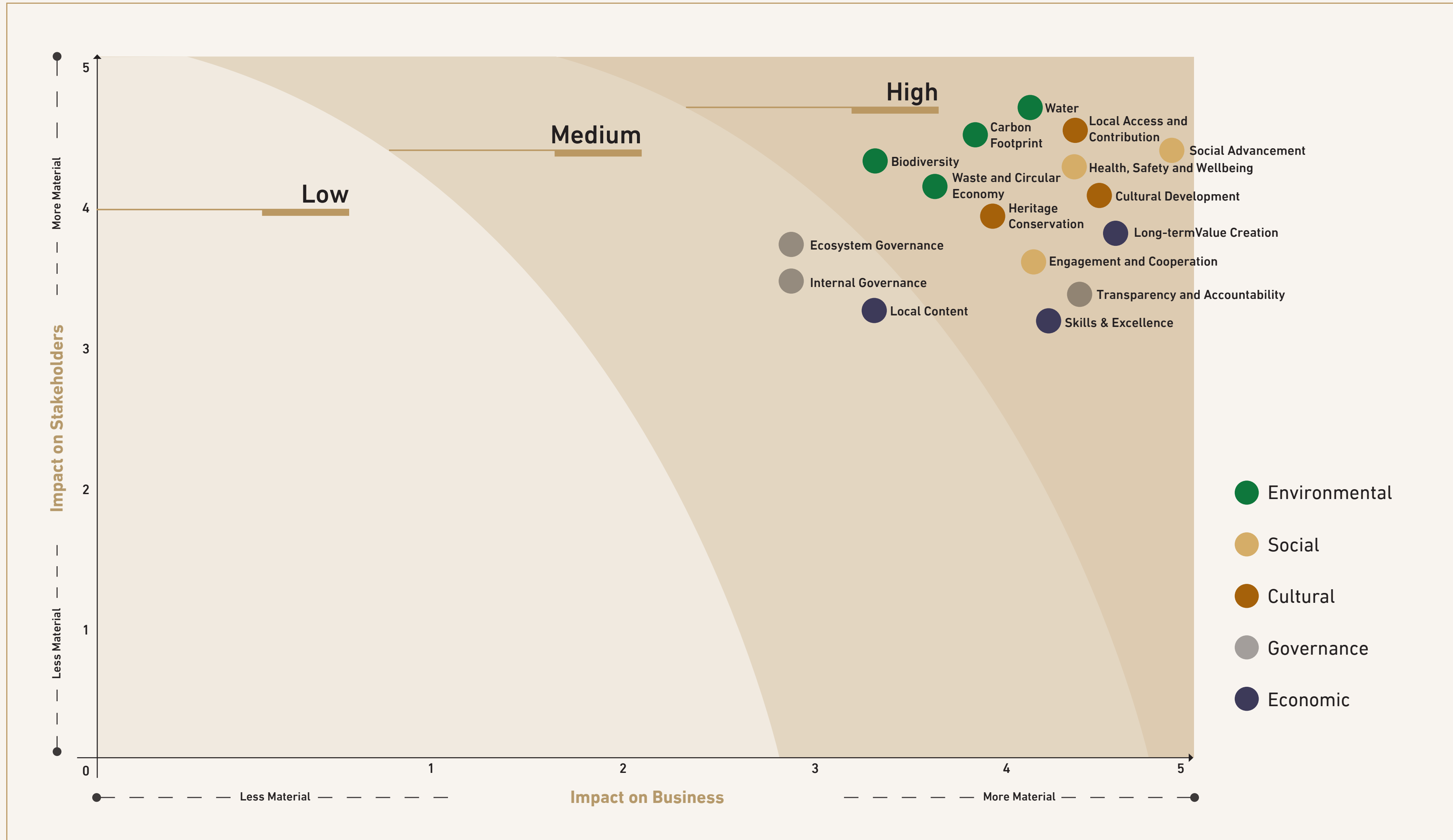
Governance

Transparency and Accountability	Internal Governance	Ecosystem Governance
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<p>Sustainability Compliance & Reporting</p>	<p>Compliance with the Code of Ethics</p>	<p>Responsible Procurement & Supply Chain</p>
<p>Leadership Diversity & Independence</p>	<p>Internal Policies & Regulations</p>	<p>Ecosystem Resilience</p>
	<p>Risk Management</p>	
	<p>Anti-Bribery & Corruption</p>	
	<p>Whistleblower Programme</p>	



Materiality Matrix



Rock-cut tombs - Hegra



Alignment with International and National Priorities

RCU's sustainability approach is anchored in global and national transformation agendas, positioning AlUla as a model for responsible development. At its core, the strategy embraces the UN SDGs, a universal framework for inclusive, equitable, and lasting progress, and aligns with the Saudi Vision 2030 objectives, which guide the Kingdom's strategic priorities across society, economy, and governance.

By championing cultural preservation, fostering social inclusion, and promoting sustainable development across local, regional, and global contexts, RCU is committed to delivering tangible outcomes that benefit both current and future generations.

RCU defines sustainability through an integrated framework of four core pillars, Cultural, Social, Economic, and Environmental, underpinned by robust Governance. In 2024, RCU conducted a comprehensive materiality assessment and strategically mapped its material topics and sub-topics to both the UN SDGs and Saudi Vision 2030 objectives, ensuring that every priority is aligned with measurable global and national goals.



Tourist - Elephant Rock

Alignment with International Frameworks

This mapping reinforces RCU's commitment to impact-driven sustainability, linking its efforts to key themes such as environmental stewardship, social empowerment, cultural enrichment, economic diversification, and transparent governance.

To amplify its contribution to the SDGs, RCU actively engages with a diverse network of stakeholders, including government entities, non-profit organisations, and private sector partners, reinforcing its role as a catalyst for sustainable transformation. Moreover, RCU's commitment to cultural preservation and continuity is firmly aligned with UNESCO conventions and international heritage protection frameworks, reinforcing AlUla's position as a global example for safeguarding cultural identity while promoting sustainable development.





Environment

Material Topic	Sub-topic	UN SDGs	Aligned with UNESCO
Carbon Footprint	Carbon Neutral	13 CLIMATE ACTION	
	Energy	7 AFFORDABLE AND CLEAN ENERGY	
	Green Mobility	7 AFFORDABLE AND CLEAN ENERGY, 11 SUSTAINABLE CITIES AND COMMUNITIES	
Water Management	Water Network	6 CLEAN WATER AND SANITATION, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES	
	Water Source	6 CLEAN WATER AND SANITATION	
	Water Use	6 CLEAN WATER AND SANITATION, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
Waste and Circular Economy	Waste Generation	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
	Waste Collection	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
	Waste Treatment	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	

Environment

Material Topic	Sub-topic	UN SDGs	Aligned with UNESCO
Biodiversity	Conservation & Protection	15 LIFE ON LAND	
	Rewilding	15 LIFE ON LAND	
	Restoration	15 LIFE ON LAND	
	Sustainable Urban Development	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES	



Sharaan National Park



Social

Material Topic	Sub-topic	UN SDGs	Aligned with UNESCO
Health, Safety and Wellbeing	Worker Safety	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH	
	Good Health	3 GOOD HEALTH AND WELL-BEING	
	Quality of Life	1 NO POVERTY, 3 GOOD HEALTH AND WELL-BEING, 6 CLEAN WATER AND SANITATION, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES	
	Sports	3 GOOD HEALTH AND WELL-BEING	
	Pollution	3 GOOD HEALTH AND WELL-BEING, 6 CLEAN WATER AND SANITATION, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION	
Social Advancement	Access to Social & Municipal Services	3 GOOD HEALTH AND WELL-BEING, 6 CLEAN WATER AND SANITATION, 11 SUSTAINABLE CITIES AND COMMUNITIES, 13 CLIMATE ACTION	
	Poverty Reduction	1 NO POVERTY, 4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH	
	Diversity & Inclusion	5 GENDER EQUALITY	
	Inclusive Education	4 QUALITY EDUCATION	

Social

Material Topic	Sub-topic	UN SDGs	Aligned with UNESCO
Skills & Excellence	Knowledge Transfer & Upskilling (Talent Management)	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH	
	Labour Conditions	8 DECENT WORK AND ECONOMIC GROWTH	
Engagement and Cooperation	Community Engagement	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	
	International Cooperation	17 PARTNERSHIPS FOR THE GOALS	
	Access to Information	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	



Community sports event - Saudi Tour



Culture

Material Topic	Sub-topic	UN SDGs	Aligned with UNESCO
Heritage Conservation	Tangible Heritage Conservation	11 Sustainable Cities and Communities	
	Intangible Heritage Conservation	11 Sustainable Cities and Communities	
Cultural Development	Self-Sufficiency	8 Decent Work and Economic Growth	
	Public Support and Private Sponsorship	17 Partnerships for the Goals	
	International Visibility	17 Partnerships for the Goals	
Local Access and Contribution	Cultural Education	4 Quality Education, 8 Decent Work and Economic Growth	
	Local Participation	4 Quality Education, 8 Decent Work and Economic Growth	
	Cultural Infrastructure & Facilities	8 Decent Work and Economic Growth, 11 Sustainable Cities and Communities	

Economic

Material Topic	Sub-topic	UN SDGs	Aligned with UNESCO
Long-term Value Creation	Sustainable Tourism	8 Decent Work and Economic Growth, 11 Sustainable Cities and Communities	
	Infrastructure & Service Quality	9 Industry, Innovation and Infrastructure	
	Diversification & Innovation	8 Decent Work and Economic Growth, 9 Industry, Innovation and Infrastructure, 12 Responsible Consumption and Production	
	Green Finance	8 Decent Work and Economic Growth, 13 Climate Action	
Local Content	Entrepreneurship & Local SMEs	8 Decent Work and Economic Growth	
	Local Production & Consumption	8 Decent Work and Economic Growth, 12 Responsible Consumption and Production	
	Local Job Creation	8 Decent Work and Economic Growth	



Discovery of a Bronze Age Settlement in Khaybar Oasis



Governance

Material Topic	Sub-topic	UN SDGs	Aligned with UNESCO
Transparency and Accountability	Sustainable Compliance & Reporting		
	Leadership Diversity & Independence		
Internal Governance	Compliance with the Code of Ethics		
	Internal Policies & Regulations		
	Risk Management		
	Anti-Bribery & Corruption		
	Whistleblower Programme		
Ecosystem Governance	Responsible Procurement & Supply Chain		
	Ecosystem Resilience		



GRC Day - RCU Headquarters



Alignment with Saudi Vision 2030

AlUla serves as a strategic contributor to Saudi Vision 2030 and its objectives, focused on economic diversification and the advancement of the Kingdom's cultural and social fabric. RCU remains firmly committed to this Vision, driving sustainable development through targeted initiatives that preserve AlUla's distinctive natural environment, rich heritage, and cultural legacy. These efforts not only stimulate economic growth but also reinforce environmental stewardship, social inclusion, and cultural vitality.





Environment

Material Topic	Sub-topic	Vision 2030 Objective
Carbon Footprint	Carbon Neutral	Achieving Environmental Sustainability
	Energy	Achieving Environmental Sustainability A Renewable Energy Market
	Green Mobility	Achieving Environmental Sustainability Developing Our Cities
Water Management	Water Network	Developing Our Cities
	Water Source	Achieving Environmental Sustainability
	Water Use	Protecting Our Vital Resources

Environment

Material Topic	Sub-topic	Vision 2030 Objective
Waste and Circular Economy	Waste Generation	Achieving Environmental Sustainability
	Waste Collection	Achieving Environmental Sustainability Developing Our Cities
	Waste Treatment	Achieving Environmental Sustainability
Biodiversity	Conservation & Protection	Protecting Our Vital Resources
	Rewilding	Achieving Environmental Sustainability
	Restoration	Achieving Environmental Sustainability
	Sustainable Urban Development	Protecting Our Vital Resources



Palm Farms - Ashar Valley

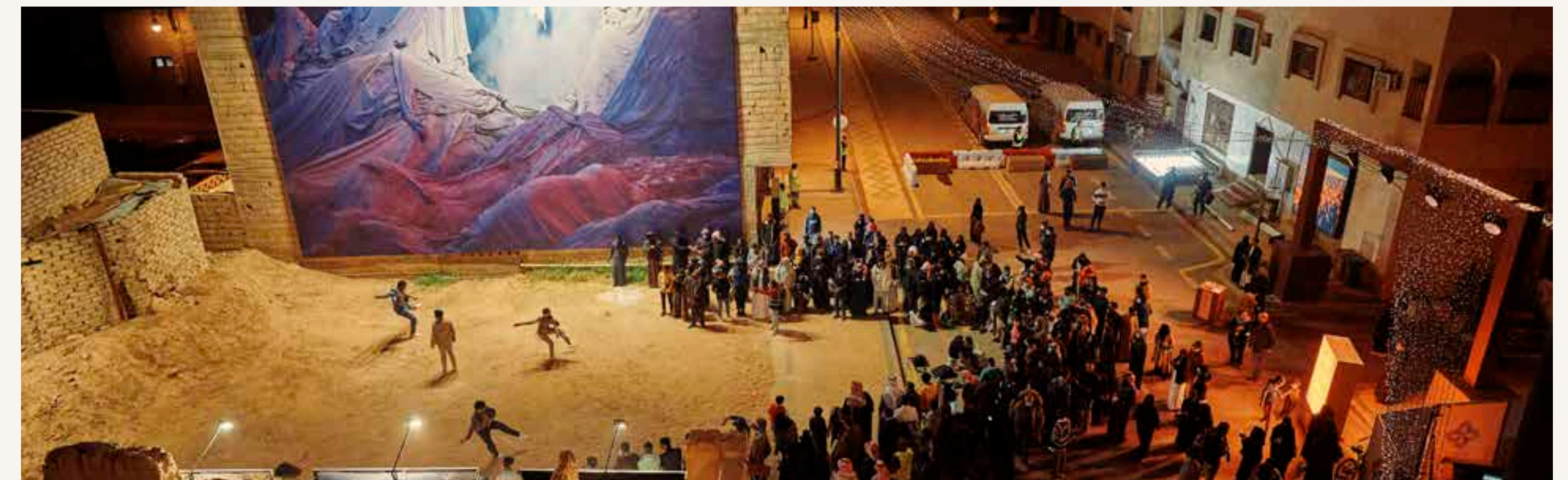


Social

Material Topic	Sub-topic	Vision 2030 Objective
Health, Safety and Wellbeing	Worker Safety	Caring for Our Health Empowering Our Society
	Good Health	Living Healthy, Being Healthy Caring for Our Health
	Quality of Life	Developing Our Cities Living Healthy, Being Healthy Promoting Culture and Entertainment
	Sports	Living Healthy, Being Healthy
	Pollution	Achieving Environmental Sustainability Caring for Our Health Living Healthy, Being Healthy
Social Advancement	Access to Social & Municipal Services	Developing Our Cities Empowering Our Society
	Poverty Reduction	Empowering Our Society Caring for Our Families
	Diversity & Inclusion	Developing Our Children's Character Learning for Working
	Inclusive Education	Providing Equal Opportunities Empowering Our Society

Social




Material Topic	Sub-topic	Vision 2030 Objective
Skills & Excellence	Knowledge Transfer & Upskilling (Talent Management)	Attracting the Talents We Need Learning for Working
	Labour Conditions	Providing Equal Opportunities Empowering Our Society
Engagement and Cooperation	Community Engagement	Engaging Everyone Empowering Our Society
	International Cooperation	Integrating Regionally and Internationally
	Access to Information	Embracing Transparency Effective E-Government



Community engagement at the Old Town



Culture

Material Topic	Sub-topic	Vision 2030 Objective
Heritage Conservation	 Tangible Heritage Conservation	Taking Pride in Our National Identity Launching Our Promising Sectors
	 Intangible Heritage Conservation	Taking Pride in Our National Identity Launching Our Promising Sectors
Cultural Development	 Self-Sufficiency	Engaging Everyone Empowering Our Society
	 Public Support and Private Sponsorship	Empowering Our Society Promoting Culture and Entertainment
	 International Visibility	Integrating Regionally and Internationally Supporting Our National Companies
Local Access and Contribution	 Cultural Education	Developing Our Children's Character Promoting Culture and Entertainment
	 Local Participation	Engaging Everyone Empowering Our Society
	 Cultural Infrastructure & Facilities	Promoting Culture and Entertainment Taking Pride in Our National Identity

Economic

Material Topic	Sub-topic	Vision 2030 Objective
Long-term Value Creation	 Sustainable Tourism	Launching Our Promising Sectors Promoting Culture and Entertainment
	 Infrastructure & Service Quality	Developing Our Cities Improving the Business Environment
	 Diversification & Innovation	Launching Our Promising Sectors Maximising Our Investment Capabilities
Local Content	 Green Finance	Committing to Efficient Spending and Balanced Finances Protecting Our Vital Resources Achieving Environmental Sustainability
	 Entrepreneurship & Local SMEs	Boosting Our Small Businesses and Productive Families A Bigger Role for Small and Medium-Sized Enterprises
	 Local Production & Consumption	Launching Our Promising Sectors Supporting Our National Companies Boosting Our Small Businesses and Productive Families A Bigger Role for Small and Medium-Sized Enterprises Providing Equal Opportunities
Local Content	 Local Job Creation	Providing Equal Opportunities Boosting Our Small Businesses and Productive Families Launching Our Promising Sectors Boosting Our Small Businesses and Productive Families



Governance

Material Topic	Sub Topic	Vision 2030 Objective
Transparency and Accountability	 Sustainable Compliance & Reporting	Embracing Transparency Committing to Efficient Spending and Balanced Finances
	 Leadership Diversity & Independence	Providing Equal Opportunities Organising with Agility
Internal Governance	 Compliance with the Code of Ethics	Embracing Transparency Organising with Agility
	 Internal Policies & Regulations	Embracing Transparency Organising with Agility
	 Risk Management	Organising with Agility
	 Anti-Bribery & Corruption	Embracing Transparency Committing to Efficient Spending and Balanced Finances
	 Whistleblower Programme	Embracing Transparency Engaging Everyone
Ecosystem Governance	 Responsible Procurement & Supply Chain	Supporting Our National Companies Privatising Our Government Services Boosting Our Small Businesses and Productive Families
	 Ecosystem Resilience	Achieving Environmental Sustainability Protecting Our Vital Resources

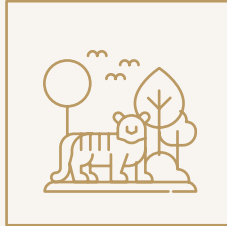


RCU leadership at the Annual Gathering "Together We Grow"



04

Creating a Sustainable Future



Creating a Sustainable Future

The Kingdom of Saudi Arabia is incorporating environmental sustainability into its national development plans, and AlUla strives to embody this approach. Its natural features are being preserved as part of a broader commitment to responsible growth.

RCU is committed to protecting and regenerating AlUla's natural environment through science-led conservation, climate action, and sustainable land management, recognising that environmental sustainability is inseparable from community well-being and heritage preservation.

In 2024, several milestones reinforced this vision. The public release of the Implementing Regulation for the Protection of Biodiversity marked a pivotal step towards safeguarding ecosystems. It introduced structured standards for identifying and conserving biodiversity-rich areas. RCU also finalised its Sustainability Master Policy, built around four pillars. One of these is Environmental Sustainability, which emphasises the responsible use and conservation of natural resources, including water, air, and biodiversity, to ensure long-term ecosystem health.

Looking ahead, RCU is advancing its Carbon Programme to establish a comprehensive baseline of emissions and to develop decarbonisation scenarios that drive sector-specific reductions. In parallel, a dedicated project launched in 2024 is assessing carbon stocks and enhancing sequestration potential across protected areas. Together, these initiatives will strengthen climate resilience and support Saudi Arabia's net-zero ambitions.



Carbon Footprint

Our carbon management approach is science-based and impact-driven, embedding low-emission practices across infrastructure, development projects, and master planning. By integrating nature-based solutions, sustainable design principles, and operational efficiencies, RCU is actively working on reducing the carbon footprint while enhancing resilience to climate change. This approach enhances AlUla's capacity to adapt to climate challenges while

safeguarding natural systems and community wellbeing. Looking ahead, RCU is developing decarbonisation scenarios aligned with Saudi Arabia's net-zero 2060 target, strengthening our role in advancing national and global climate goals.



Palm farms - AlUla Cultural Oasis



Carbon Neutral

In alignment with UN SDG 13: *Climate Action* and Saudi Vision 2030, we are committed to addressing climate change as a central pillar of our environmental initiatives. RCU is advancing an approach to carbon management that supports the Kingdom's Net Zero ambition by 2060.

RCU is spearheading the CO₂ re-baseline programme as a demonstration of climate leadership, aiming to significantly reduce AlUla's carbon footprint and achieve carbon neutrality by 2060.

Since 2019, RCU has progressed through Phases I to III of its GHG emissions reduction programme, laying the foundation for AlUla's decarbonisation journey:

Phase I:

Developed a projected BAU GHG emissions trajectory for AlUla up to 2035 (excluding emissions from Masterplan construction activities).

Phase II:

Identified potential decarbonisation projects across multiple domains.

Phase III:

Established a methodology to track progress against GHG reduction targets.

Phase IV:

Currently underway, addresses the latest updates and developments, including the revision of construction development plans and the cancellation of the AlUla Solar Plant project. In this phase, RCU is:

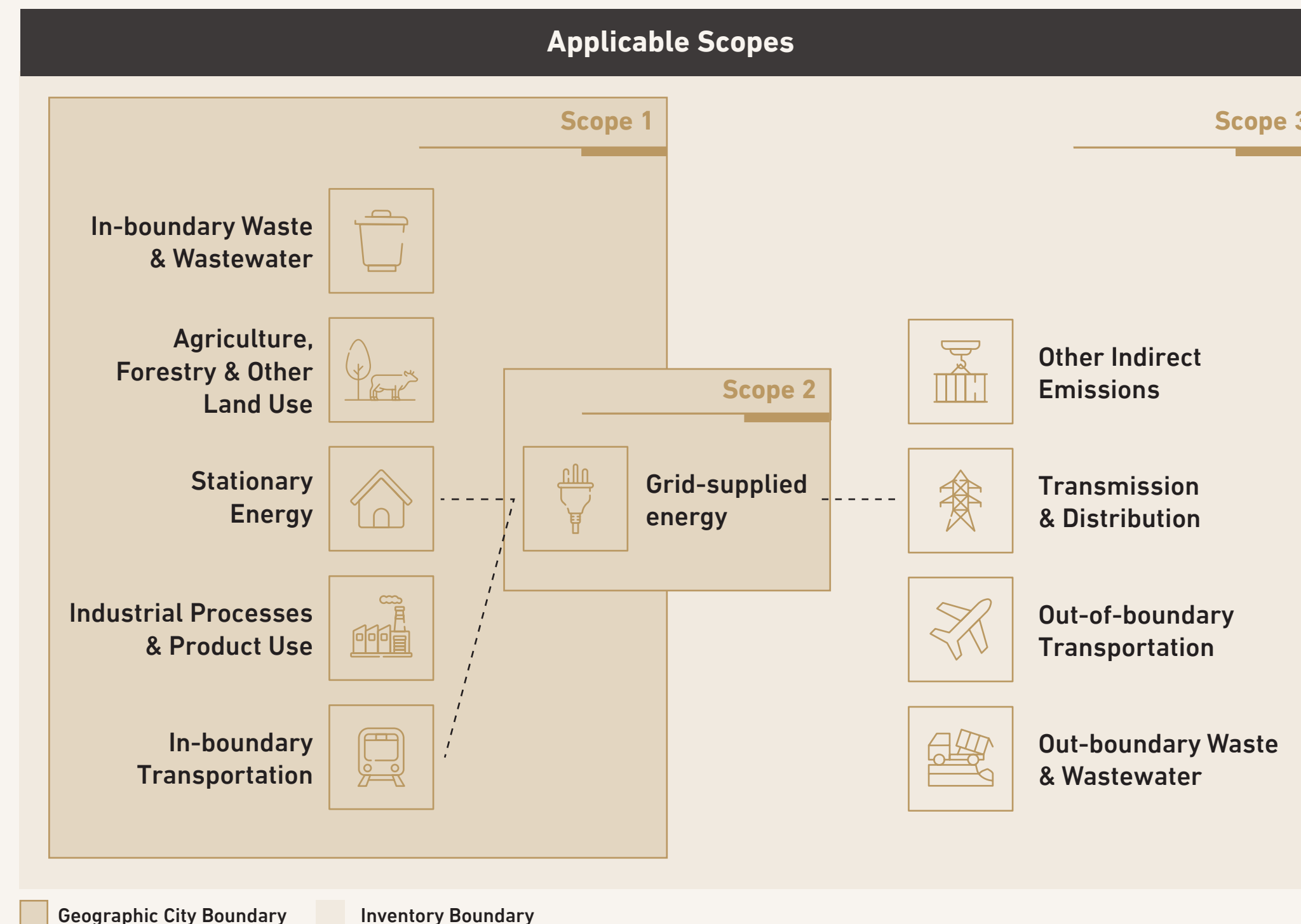
1. Re-baselining GHG emissions, and updating the BAU scenario
2. Updating decarbonisation projects and targets
3. Develop the monitoring and tracking tool.
4. Developing an updated Net Zero GHG Strategy to reflect these changes and ensure alignment with national and international commitments

The BAU model has been developed in full accordance with the GHG Protocol and aligned with IPCC requirements, ensuring credibility, transparency, and adherence to international best practices. The decarbonisation model provides a transparent, sector-by-sector

methodology for emissions calculation, applying international standards alongside detailed local assumptions across stationary energy, transportation, waste, AFOLU, construction, and water.

As AlUla prepares to welcome **more than one million visitors** by 2030 and embark on a major construction programme, RCU faces

the challenge of balancing rapid growth with its Net Zero ambition, while securing supply chains for green building materials. Our carbon reduction efforts must effectively accommodate the carbon emissions resulting from AlUla's urban development and anticipated increase in visitor numbers.



GRI Disclosures

GRI 305-5 Reductions of GHG Emissions





In addition, RCU initiated a specialised project in 2024 to estimate carbon stocks and enhance carbon sequestration potential across



over **1,311,360 ha** of AlUla's Protected Areas.

This pioneering effort provides the first species-specific allometric equations for key plant species in Saudi Arabia, enabling precise measurement of carbon stored in above-ground biomass, below-ground biomass, and soil.

The project not only establishes a baseline for current carbon stocks but also projects future sequestration potential based on RCU's ecological restoration and habitat protection plans. A key outcome is the valuation of carbon, offering a unified metric to communicate the environmental and economic value of restoration, reinforcing RCU's contribution to the Saudi Green Initiative and its goal of achieving carbon neutrality by 2060.

Furthermore, RCU's participation in COP16 and the Saudi Green Initiative Forum 2024 highlighted its commitment to carbon neutrality through inclusive dialogue and public engagement.

To embed sustainability at the heart of development, RCU mandates that all new buildings and infrastructure projects achieve certification under one of the leading green building rating systems, LEED Gold, MOSTADAM Gold, or Envision, while heritage assets are required to obtain EarthCheck certification. These measures are reinforced by the RCU Sustainability Master Policy, which defines rigorous sustainability requirements and sets controls across four priority areas: Carbon, Waste, Water, and Energy.

RCU also places emphasis on earthen architecture, encouraging artists and architects to engage with native materials and explore traditional, circular approaches to restoring heritage sites and constructing new buildings. Preservation and bioclimatic design initiatives focus on energy-efficient solutions using locally sourced, time-honored resources, while also providing education and training opportunities for both the AlUla community and visitors.



Two pictures of Dar Tantora - The House Hotel



Traditional mudbrick houses - Old Town



As part of its commitment to environmental stewardship and sustainable development, RCU aims to adopt sustainable materials, as evidenced by the launch of **two pioneering road maintenance initiatives** that align with its broader carbon neutrality goals. These initiatives not only enhance road durability and performance but also significantly reduce environmental impact through innovative materials and methods.

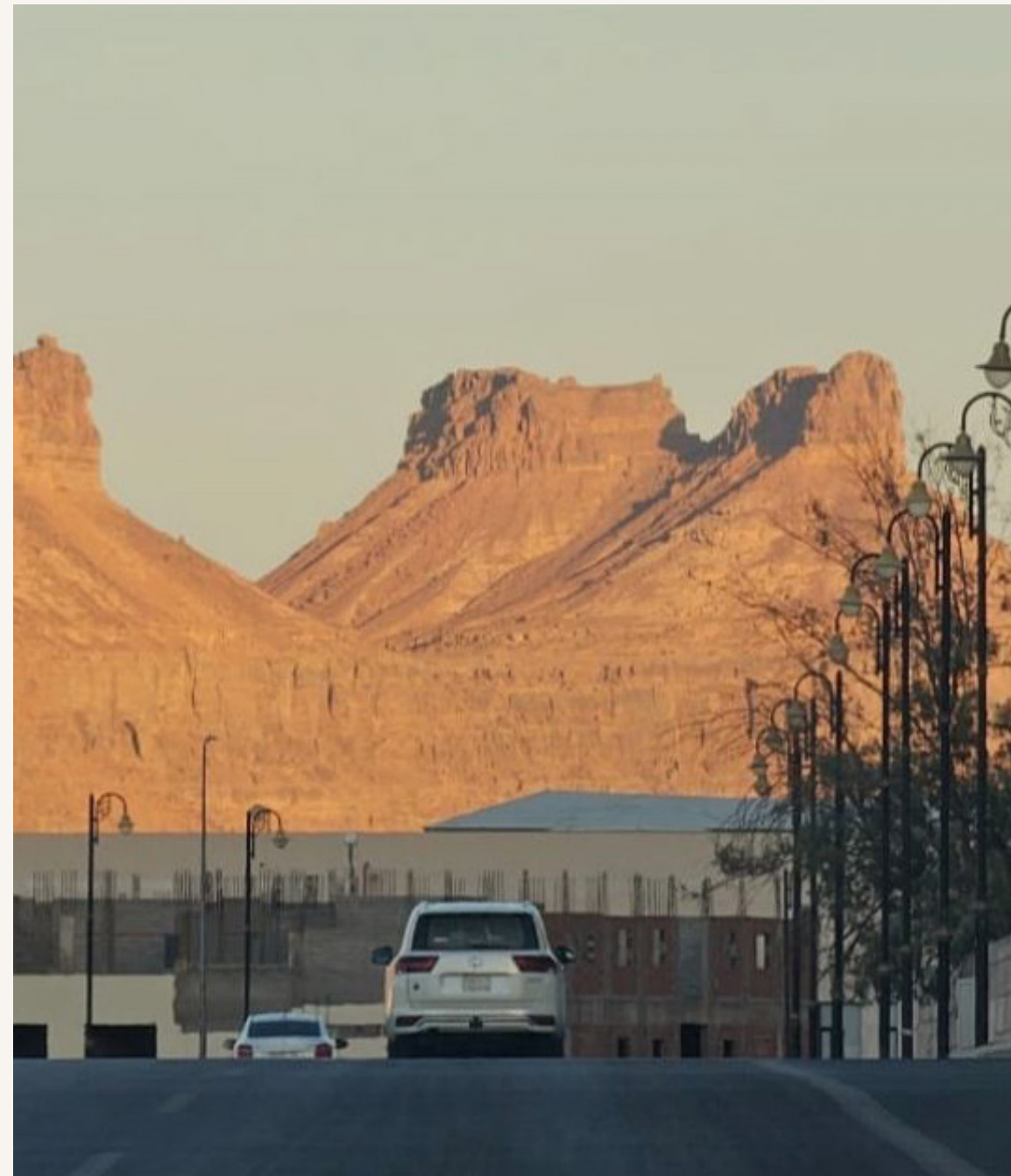
To address the prevalent issue of ravelling in AlUla's Road network, RCU has adopted slurry seal technology as a sustainable alternative to traditional milling and repaving. As per recognised international and local standards, such as ASTM, AASHTO, the Asphalt Institute, FHWA, and MOMRA's Pavement Condition Assessment Guide (2019), slurry seal is recommended as a cost-effective and environmentally responsible treatment for ravelling. This surface treatment uses a thin blend of asphalt emulsion, aggregates, and filler to seal cracks and extend pavement life.

A pilot project on the Al-Azizia bypass road tested eight different slurry seal formulations to determine the optimal mix and thickness for varying levels of distress. The project is currently under performance evaluation, with early results indicating strong potential for broader application.

In a bold step toward circular economy practices, RCU has explored the use of Recycled Asphalt Pavement (RAP) in road maintenance. This initiative aims to reduce reliance on virgin materials and divert construction waste from landfills.

A feasibility study conducted in partnership with a local asphalt supplier confirmed the viability of RAP in AlUla's road network. The initiative recommends establishing a dedicated recycling programme to scale up the use of RAP in future projects.

Together, these initiatives exemplify RCU's integrated approach to green mobility, where innovation, cost-efficiency, and environmental responsibility converge. By embracing sustainable materials and methods, AlUla is paving the way for a resilient and eco-conscious transportation future.



AlUla's roads



Benefits of Integrating Slurry Seal Technology:

Resource Efficiency:

Reduces the need for thick overlays and conserves raw materials.

Lower Emissions:

The low-energy application process minimises greenhouse gas emissions.

Cost-Effectiveness:

At **30–50%** of the cost of conventional methods, it offers significant savings.

Minimal Disruption:

Quick application reduces road closure time and traffic interruptions.



RAP Initiative Highlights:

Waste Reduction:

Reuses reclaimed asphalt from old roads.

Energy Efficiency:

RAP requires approximately **20%** less energy to process than virgin asphalt.

Cost Savings:

Potential to cut material costs by up to **35%**.

Environmental Protection:

Reduces quarrying and preserves natural resources.

Durability:

When properly mixed, RAP meets all performance standards.

Looking forward, RCU remains fully committed to achieving Net Zero by 2060, in line with the Kingdom's national ambition.



Energy

In alignment with UN SDG 7: *Affordable and Clean Energy* and Saudi Vision 2030, RCU is actively working to reduce overall energy consumption across AlUla, supporting a more sustainable and resilient built environment.

A flagship initiative in 2024 was the AlUla County Outdoor Lighting Optimisation Project, delivered in collaboration with Tarshid. The project involved replacing **8,650 luminaires** with compliant LED lights achieving a **72%** reduction in energy consumption for outdoor lighting.

These upgrades enhanced energy efficiency while supporting AlUla's environmental priorities, including lowering carbon emissions and reducing light pollution, and contributed to improved pedestrian safety. To reinforce these gains, RCU introduced AlUla Codes and Guidelines for Outdoor Lighting, offering technical guidance on minimising sky glow, glare, light trespass, and misdirected lighting, ultimately reducing energy waste and preserving AlUla's natural nightscape, aligned with our Dark Sky Policy.

RCU prioritised energy reliability to ensure consistent and uninterrupted service delivery across the County. In 2024, the average number of electricity outages per subscriber was

limited to **1.02** outages

reflecting strong operational performance in maintaining essential services and supporting AlUla's growing community and tourism base.

Outdoor Lighting Impact Highlights (2024)



8,650 luminaires replaced with energy-efficient LEDs



72% reduction in light energy consumption in public spaces



4% improvement in sky quality, supporting Dark Sky goals



Light fixtures following AlUla Codes and Guidelines for Outdoor Lighting - Daimumah



GRI Disclosures

GRI 302-1 Energy consumption within the organisation

GRI 302-4 Reduction of energy consumption



RCU's commitment to sustainable development is exemplified by several projects, currently in the process of obtaining LEED certifications, each contributing to energy efficiency and environmental stewardship:

Royal Commission for AlUla Headquarter Office & Business Park Project

Targeting LEED Gold certification, this project integrates **4.1%** on-site renewable energy via **3,150 m²** of rooftop PV panels and achieves **23.6%** energy savings compared to our 2013 baseline. It features advanced HVAC systems, daylight sensors, and high-efficiency fans with VFD drives. (In construction phase)

Tharba Medical Center

The project aims for LEED Gold compliance, making it the first healthcare center in the Kingdom to achieve this distinction. It is designed to deliver high-quality healthcare with sustainability at its core; the Center uses solar panels and solar water heaters, LED lighting, and energy-efficient HVAC systems. It also incorporates recycled materials, low VOC products, and certified wood, contributing to reduced energy consumption and improved indoor air quality. (In construction phase)

Al Mutadil Equestrian Village

Aiming for LEED Gold compliance, this project integrates PV solar panels, sub-metering, and prefabricated construction. (In design phase)

AlAziziyah Fire Station

Designed with LEED gold certification, sustainability and carbon reduction in mind, this project includes solar PV arrays, EV chargers, and bicycle facilities, alongside a Whole Life Carbon Assessment to guide material choices and reduce embodied emissions. (In design phase)

AlUla Collections Facility

The project targets **23%** energy performance improvement, uses Energy Star appliances, and applies xeriscaping principles for water conservation. It also integrates thermal mass design and low GWP refrigerants, and targets LEED Gold certification. (In design phase)

Interim Arabian Conservation Breeding and Rewilding Centre (IACBRC)

Located within the Sharaan National Park (SNP), this project supports the successful breeding and rewilding of Arabian Leopards. It is designed to be self-sufficient, with a projected demand of **1,200 KVA**, and will integrate prefabricated modular buildings and digital twin-BIM technology. The project is aligned with LEED Gold certification and contributes to biodiversity, ecological balance, and global conservation leadership. (In design phase)

New Passenger Terminal at AlUla International Airport (Terminal 2)

This gateway project is designed to welcome **one million visitors** by 2030. It targets LEED Gold certification, emphasising energy efficiency, low carbon design, and renewable energy integration. The terminal will prioritise daylight access, fresh air, local materials, and climate-responsive architecture, with an estimated electrical demand of **45.5 MVA** for the full airport master plan. (In construction phase)

Madrasat Addeera Renovation

This cultural and educational hub is undergoing a transformation into a modern arts and design centre while preserving its architectural heritage. The renovation includes energy-efficient HVAC systems, LED lighting, and recycled and locally sourced materials. It is aiming to achieve LEED Gold certification, and its impact spans community engagement, economic diversification, and cultural preservation. (In construction phase)

Educational Assets Renovation Programme

Covering seven key educational facilities, this programme integrates solar panels, solar water heaters, and energy-saving technologies. It targets LEED Gold certification across all assets and contributes to improved educational outcomes, community engagement, and sustainability awareness. (In design phase)

Sharaan Resort No. 3

A luxury hospitality development within SNP. The resort includes a main building and multiple sub-assets such as villas, wellness centres, and activity hubs. It incorporates green building practices, BIM integration, and precast architectural elements to minimise environmental impact and protect biodiversity. (In construction phase)

James Turrell Commission

A landmark LEED Platinum-targeted land art installation within Wadi AlFann, the project features interconnected art spaces carved into the mountain, offering immersive experiences of light and sky. It includes nine lodges and a restaurant, blending hospitality with artistic expression. The project emphasises energy efficiency, water conservation, and responsible sourcing, contributing to both environmental and cultural sustainability. It also aligns with RCU's strategic goals by enhancing AlUla's global reputation as a destination for sustainable art and tourism. (In design phase)



In addition to green building certifications, RCU's developments are designed with a strong emphasis on energy efficiency, integrating advanced technologies and design principles:



Lighting

LED fixtures and daylight/occupancy sensors are standard, delivering up to **14%** savings in exterior lighting and **8%** in interior lighting compared to American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.1 baselines, a global standard used to determine energy performance compliance.



HVAC Systems

The RCU HQ features radiant underfloor cooling, FAHU and AHUs with enthalpy and desiccant wheels. VRF systems are used in the Social Habilitation Centre and other facilities, while heat pumps are implemented in Tharba Medical Center and AlUla Gym.



Envelope and Insulation

Projects like the AlAziziyah Fire Station and AlUla Gym utilise insulated sandwich panels and precast

concrete. The AlUla Collection Facility and RCU HQ incorporate thermal mass and high-performance insulation to minimise heat gain.

Further energy initiatives undertaken this year includes the Power Supply Implementation Agreement (PSIA), a strategic initiative aimed at upgrading AlUla's electricity infrastructure to meet growing energy demands and support future development. It encompasses:

Construction of **15** key projects, including Bulk Supply Points at **380 kV** and three new **132 kV** substations

Installation of **268 km** of underground cables and **585 km** of overhead transmission lines

Expansion of existing substations and demolition of outdated ones to improve grid stability and reduce energy losses.

Implemented by the Saudi Electric Company (SEC) under the Power Supply Implementation Authority, this initiative ensures a reliable power supply for both current and future needs, supports the integration of smart grid components, and lays the groundwork for renewable energy adoption across AlUla.



Lighting fixtures - Old Town Visitor Centre



Renewable energy is also integral to RCU's energy transformation, particularly solar energy. Accordingly, photovoltaic (PV) panels have been deployed across multiple assets:

Reduced energy consumption in construction, by installing approximately **250 solar panels** on project roofs for the development of the new RCU office in AlUla, conserving **221,155 Kwh** of electricity.

In Construction Phase: RCU's new HQ design features **3,150 m²** of rooftop PV, generating **584 MWh** annually, which will cover **4.1%** of its energy needs.

In Design Phase: AlAziziyah Fire Station is currently under development, with a design that includes a PV array which will provide a minimum of 20W of unshaded PV per m² of GIA, as per LEED requirements.

In Design Phase: AlUla Collection Facility is designed to source at least **10%** of its annual energy cost from solar PV.

In Design Phase: Wadi AlFann is designed to benefit from small-scale, centralised PV farms, which will be connected to the SEC network, powering all assets within the wadi, including the James Turrell Commission.

Additional renewable initiatives include solar water heaters at Tharba Medical Center and the Educational Assets Renovation Programme, and solar thermodynamic systems at the Social Habilitation Centre, which significantly reduce reliance on grid electricity and lower greenhouse gas emissions. Looking ahead, RCU will continue to drive a strategic shift toward renewable energy sources as part of its long-term sustainability agenda.

Future energy initiatives will focus on diversifying supply, reducing dependency on conventional fuels, and integrating clean energy solutions across infrastructure, mobility, and public services, contributing to AlUla's vision of a low-carbon, resilient future.



Lighting fixtures - Old Town



Green Mobility

In alignment with UN SDG 7: *Affordable and Clean Energy*, UN SDG 11: *Sustainable Cities and Communities*, and Saudi Vision 2030, RCU is accelerating the shift toward green mobility as part of a broader commitment to reducing environmental impact, enhancing quality of life, and building a more resilient, low-carbon transport system. These efforts reflect our transition away from high-polluting fuel engines in favour of cleaner, energy-efficient alternatives powered by electricity and renewable sources.

A key pillar of RCU's green mobility approach is the AlUla Experiential Tramway,



a **22.4 km** battery-operated, cable-free system

still in the design phase, and intended to connect key heritage and tourism sites across the region. This sustainable transport solution will not only reduce carbon emissions but will also enhance visitor experience by offering clean, quiet, and scenic mobility through AlUla's cultural landscape. By integrating low-emission technology with heritage-sensitive design, the tramway plans support both environmental goals and the development of eco-tourism, contributing to AlUla's broader vision for carbon neutrality and sustainable urban planning.

The integration of electric vehicles (EVs), through partnerships with manufacturers such as Lucid Motors, marks a key milestone in the transition towards green mobility. These vehicles are currently deployed to enhance guest transport experiences at select resorts, such as Our Habitas, demonstrating early-stage adoption of sustainable transport solutions in AlUla.



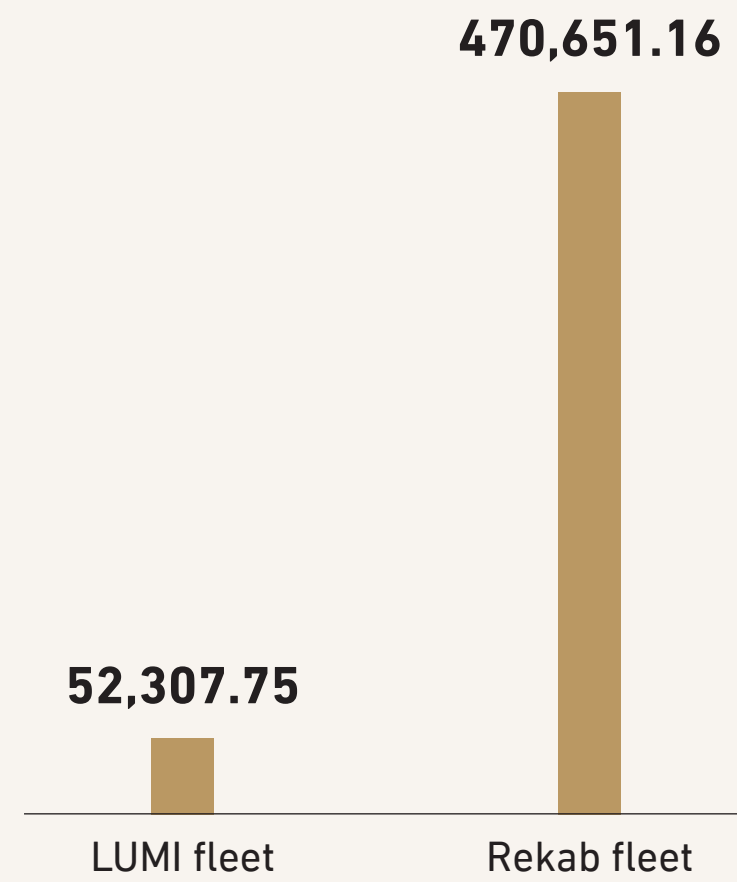
Rendering of future AlUla Experiential Electric Tramway

RCU also recorded energy consumption metrics across its existing vehicle fleets for RCU employees, allowing RCU to track and monitor overall fuel usage trends over time. In 2024, LUMI fleet vehicles consumed **52,307.75 fuel units**, and Rekab fleet vehicles consumed **470,651.16 fuel units**. These figures will serve as reference points for identifying future efficiency improvements, guiding efforts to further electrify transport and reduce fossil fuel dependency.



Electric Pods - Old Town

Fleet Fuel Consumption in Liters (2024)



Electric car charging station





In 2024, RCU made significant progress in advancing intermodal connectivity, an approach that integrates walking, cycling and public transport into a unified system to support seamless and sustainable movement across AlUla. This not only enhances accessibility but also offers residents alternative green transportation modes tailored to different journey types.

A major milestone was the launch of the Community Transit Shuttle Service, designed and operated by RCU's Mobility and Transportation Department. This public mobility system utilises 4m Lohr electric buses that run across three interconnecting routes, improving access between AlUla's residential areas. The initiative enhances social and economic sustainability by reducing reliance on private vehicles, lowering emissions, and offering an affordable and reliable green transport option for residents. Private vehicles remain the dominant mode of transportation, making it challenging to encourage a shift toward shared mobility. Such behavioral change requires time, awareness, and incentives.

In 2024, RCU expanded its efforts in decarbonising municipal operations by introducing EVs into its waste management fleet. Currently, **20%** of the fleet responsible for waste collection and transport in AlUla is electric, representing a critical step in reducing the environmental impact of essential public services.

By replacing diesel-powered vehicles with electric alternatives, RCU is significantly lowering tailpipe

emissions, decreasing noise pollution in residential and heritage zones and contributing to improved air quality across AlUla. This shift also reduces reliance on fossil fuels supporting broader regional efforts to move toward a low-carbon, climate-resilient economy. The deployment of EVs in waste operations reflects a broader shift in how public services are delivered, demonstrating that sustainability and functionality can go hand in hand.

Green Mobility Initiatives (2024)



Launch of
Community Transit Shuttle with electric buses



3
electric bus routes serving key AlUla communities



10
new e-bikes added; total e-bike fleet now at 30



Extension of 21 km
of dedicated cycling paths next to Hegra



AlUla's public cycling trail



E-Bike infrastructure in AlUla

This initiative marks a measurable contribution to RCU's overall emissions reduction strategy, reinforcing its role as a leader in sustainable urban development and environmental stewardship in AlUla.

Complementing this, RCU partnered with hopOn mobility to expand AlUla's electric bike network. In 2024, **10 new e-bikes** were deployed at key locations, including the Southern Bike Station and Southern Fuel Station, bringing the total e-bike fleet to **30**. These stations encourage the use of eco-friendly, last-mile transport options and align with RCU's broader sustainability and urban liveability objectives. AlUla currently has **45 km** of bike paths in the south, with another **21 km** of bike paths completed near Hegra in 2024. RCU is also working on adding a new segment along Hail Road.

Looking ahead, RCU aims to scale up low-emission transit systems, expand EV infrastructure, and promote active transport modes throughout AlUla. These efforts support the vision of a connected, sustainable, and inclusive urban mobility ecosystem, reducing environmental impacts while enhancing accessibility, public health, and quality of life for all.



Water Management

Effective water management is of critical importance in the arid region of AlUla, where scarcity poses environmental and social challenges. In alignment with UN SDG 6: *Clean Water and Sanitation*, and Saudi Vision 2030, RCU prioritises sustainable water use, access to clean water, and water conservation and resource management.

AlUla and RCU's Strategic Principles direct our water achievements and initiatives, including maintaining a **95%** water services coverage rate for the total population and implementing the Irrigation Transformation Program. This accomplishment bolsters community wellbeing, agriculture, and economic activities while adhering to the Sustainability Master Policy's emphasis on water conservation, reuse, and quality management. Our efforts respond to regulatory frameworks and stakeholder needs, sustaining AlUla as a resilient region.

To address water scarcity challenge, RCU commenced the development of the Integrated Water Management Strategy (IWMS), a comprehensive roadmap for sustainable water resource management. The strategy is built on three pillars:

1. Diversifying water supply through desalination, wastewater reuse, and stormwater harvesting to ensure reliability and sustainability.
2. Promoting water conservation across both agricultural and potable sectors to reduce consumption and improve efficiency; and
3. Enhancing strategic resilience by implementing reliable infrastructure in phased development.

The IWMS aligns with RCU and National Water Strategy objectives to create a resilient, sustainable, and integrated water system that meets both current and future demand. It reflects RCU's commitment to long-term water security, environmental stewardship, and community wellbeing.



Water sink - Hegra



Water Network

In alignment with UN SDG 6: *Clean Water and Sanitation*, UN SDG 9: *Industry, Innovation and Infrastructure*, UN SDG 11: *Sustainable Cities and Communities*, Saudi Vision 2030, and AlUla and RCU's strategic goals, the development of a resilient and efficient water network is central to ensuring long-term water security in AlUla.

To guide water infrastructure development, RCU has adopted comprehensive water design guidelines formulated through a combination of local standards, best industry practices, regulatory benchmarks, and environmental risk assessments. These standards cover aspects like water networks, treatment facilities, and other infrastructure related to water management within the Kingdom.



Water treatment facility - Sharaan

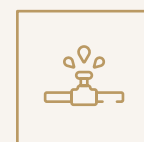
RCU continued to maintain



95% of water services coverage of AlUla's population in 2024

To increase the coverage, enhancing infrastructure is required to improve water accessibility in rural and remote communities.

Maintenance is a critical component of water network management, ensuring long-term functionality and resource efficiency. In 2024, a total of



5,400 linear meters of irrigation pipes were maintained

3,100 m in the heritage oasis of Tayma and **2,300 m** in AlUla Cultural Oasis, alongside maintenance of ten groundwater wells and upkeep of two groundwater wells. These activities not only preserved infrastructure performance, but also supported consistent water delivery across key landscapes, reinforcing the role of maintenance in sustaining reliable and resilient water systems.

A central element of RCU's water infrastructure approach is the development of a regionally integrated transmission system that ensures equitable and reliable water distribution across AlUla. Designed in collaboration with national water partners, the network features

a strategic pipeline that conveys desalinated water from the Red Sea to multiple regional storage hubs, each engineered to hold a reserve equivalent to **three to four days of supply**. These hubs serve as distribution centres, supplying water to localised Water Storage Tanks (WSTs) throughout AlUla.

During the early phases of implementation, groundwater is used to meet demand, with a planned transition to desalinated water in later phases.



Water Treatment Plant - Ashar Valley

This phased approach is designed to meet AlUla's growing water requirements through 2035 (Phase 3), supporting long-term resilience and sustainability.



GRI Disclosures

GRI 303-1 Interactions with water



GRI 303-2 Management of water



GRI 303-4 Water Discharge

RCU KPIs

Percentage of water services coverage to population





Water Source

In alignment with UN SDG 6: *Clean Water and Sanitation*, and Saudi Vision 2030, RCU's water sourcing approach is grounded in the prudent use of existing groundwater reserves, while laying the groundwork for a gradual transition to more sustainable alternatives.

Currently, the primary source of water for AlUla City is groundwater, drawn from the existing wells under the AlUla Al Shamel Project. A total of **13 operational wells** are in place, producing approximately



14,000 m³ per day

operating on a 10-hour daily pumping cycle. These wells are a critical supply source in the early phases of AlUla's water infrastructure rollout. Notably, the theoretical capacity of the well system is estimated to reach **24,000 m³ per day**, offering flexibility to meet fluctuating demand as needed.

This groundwater system plays a central role in supporting current water consumption while enabling a phased shift toward desalinated water, delivered via a strategic pipeline from the Red Sea. The transition is designed to reduce pressure on underground aquifers and preserve groundwater as a strategic emergency reserve. Currently, AlUla is situated above two aquifers: the Saq and the Alluvial aquifers:



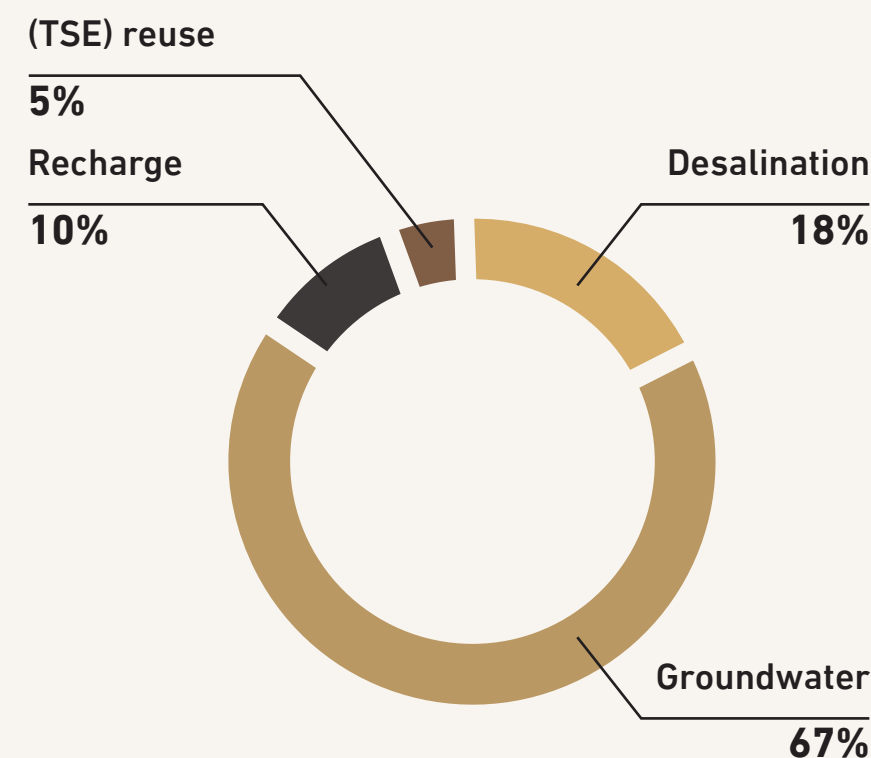
Haddaj well - Tayma

- Alluvial aquifers are typically unconfined aquifers that depend on local precipitation for recharge and primarily rely on recent water rather than ancient groundwater storage.

- Saq Aquifer: This major aquifer in the Kingdom contains a significant amount of fossil water, estimated at about 280,000 Mm³, which is 22,000 to 28,000 years old. It has very little present-day recharge, with a thickness varying between 450 m and 600 m. It covers the Northwest of the Kingdom, including Qassim, Hail, and Tabuk.

As outlined in the IWMS, the future water sourcing mix will evolve to include **67%** groundwater, **10%** recharge, **5%** treated sewage effluent (TSE) reuse, and **18%** desalination.

Future Water Sourcing Mix in AlUla



In parallel with infrastructure investments, RCU is committed to monitoring groundwater abstraction rates, aligning them with environmental thresholds, implementing recharge strategies where feasible, and integrating groundwater management into broader land-use planning.

By combining local resource stewardship with technological innovation, RCU is ensuring that water sourcing in AlUla supports both short-term reliability and long-term resilience.



GRI Disclosures

GRI 303-3 Water Withdrawal

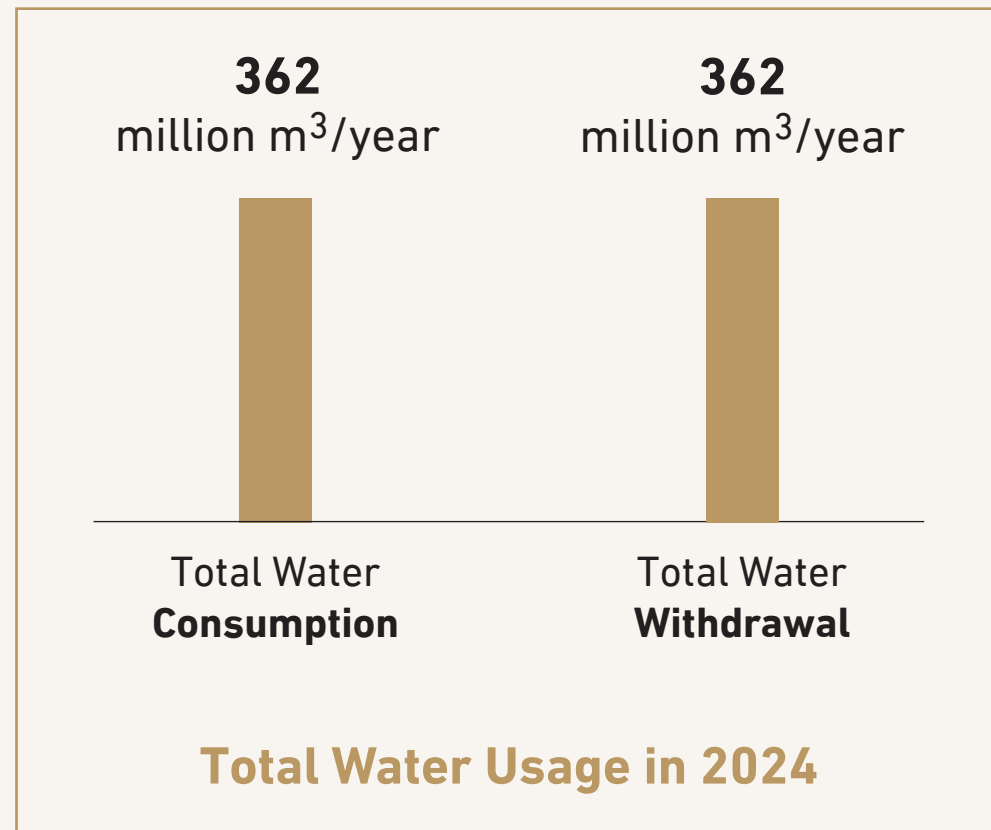




Water Use

In alignment with UN SDG 6: *Clean Water and Sanitation*, SDG 12: *Responsible Consumption and Production*, and Saudi Vision 2030, RCU's approach to water use focuses on conservation, efficiency, and responsible consumption.

In 2024, key water consumption and withdrawal indicators were as follows:



RCU recorded a total water consumption and withdrawal of **362 million m³/year**, with **100%** groundwater withdrawal. This level of consumption highlights the urgency of enhancing water efficiency and reducing reliance on groundwater. To address this, RCU's response includes targeted initiatives across irrigation, supported by the deployment of an IWMS, and the expansion of desalination capacity. These efforts aim to optimise

water use and reduce dependency on groundwater sources, ensuring long-term resource resilience. This commitment to water efficiency is particularly evident in the agricultural sector, which accounts for a significant portion of water demand in AlUla. RCU has prioritised modernising irrigation systems to reduce waste and promote sustainable farming practices.

A key initiative under the agricultural sector is the transition from flood to drip irrigation

across date palm farms, supported by crop data and ongoing projects, this has already contributed to significant water savings.

In 2024, the Irrigation Transformation Program achieved key milestones, including the completion of conceptual irrigation system designs for **404 farms** across Dadan, Jabal Ikmah, and AlHjir, each tailored to existing infrastructure, cropping patterns, and farm category. Additionally, modern systems were installed in **six alternative farms**, and

1,000 m of traditional channels in Khaybar were rehabilitated, combining innovation with cultural preservation. Design contracts were also awarded for Masterplan 2 (MP2), which houses the maximum population within the County, with key districts such as AlUla Central, AlUla South, Mughayra, Abu Zuraib and Outer Core Areas.



Water irrigation system - AlUla Cultural Oasis



GRI Disclosures

GRI 303-5 Water Consumption



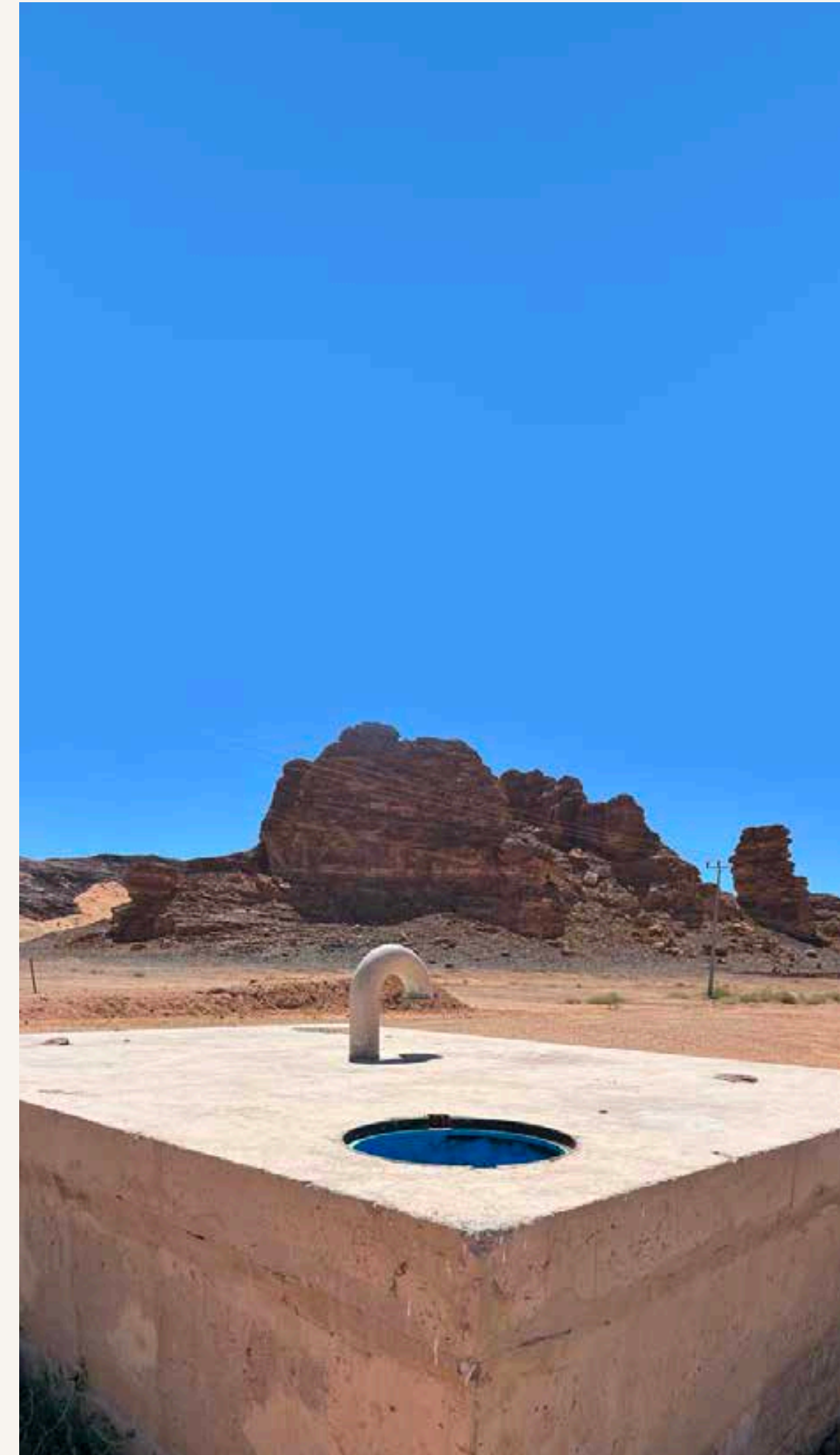


RCU prioritizes drinking water quality and safety in AlUla through a robust compliance framework aligned with the strictest national and regional standards. In partnership with the National Water Company, it enforces the latest GCC Standardization Organisation (GSO) regulations and the Saudi Water Authority (SWA) standards for unbottled drinking water, which set precise limits for physical, chemical, and microbiological parameters (e.g., turbidity, pH, total dissolved solids, nitrates, lead) and require zero E. coli and total coliforms in **95%** of samples.

RCU follows the SWA Environmental Compliance Guide, mandating regular monitoring, documentation, reporting, and immediate corrective actions, and tests all potable water in municipal systems for trace elements, heavy metals, organic pollutants, and radioactivity to meet national and international benchmarks.

Its programme aligns with broader environmental rules, including the Executive Regulations for protecting aquatic environments and for preventing/remediating soil pollution, requiring strict control of effluent discharge, prevention of cross-contamination, and best practices in wastewater treatment and reuse as outlined in the Design Guide for Wastewater Treatment Plants in Saudi Arabia.

As RCU continues to develop its water infrastructure and expand service coverage, sustainable water management remains a guiding principle. By reducing agricultural water consumption, safeguarding potable water quality, and promoting efficiency through innovation and regulation, RCU is working to secure AlUla's water future.



Water tank - Qaraqir Valley



Water treatment facility - Ashar Valley



Waste & Circularity

In 2024, RCU enhanced AlUla's waste management practices by establishing its first comprehensive waste baseline, **255,287.98 tonnes** of total waste generated, marking a key step toward circular economy transformation. Aligned with UN SDG 12: *Responsible Consumption and Production* and Saudi Vision 2030, this milestone supports long-term goals for waste reduction, diversion, and resource recovery.

Expanded collection services, clean-up campaigns, and pilot treatment programs laid the groundwork for scalable recycling and composting systems. A future diversion and recycling programme (2026–2028) will further reduce landfill dependency and boost material recovery.

Together, these efforts reflect RCU's commitment to turning waste into value and building a resilient and sustainable future for AlUla.



Waste treatment facility - Mughayra



Waste Generation

In alignment with UN SDG 12: *Responsible Consumption and Production*, and Saudi Vision 2030, RCU is tracking its environmental impacts to guide future sustainability efforts. The scale and composition of waste generated in AlUla offer valuable insight into the region's growth and activity patterns, as seen in the figure below. From construction and agriculture to everyday urban operations, each sector contributes to the overall waste footprint.

The total volume of combined waste generated in 2024 was **255,287.98 tonnes**. This provides a critical benchmark for future waste reduction, diversion, and recovery efforts.

RCU aims to comply with the national target for landfill diversion rate of

82% for all types of waste by 2035.



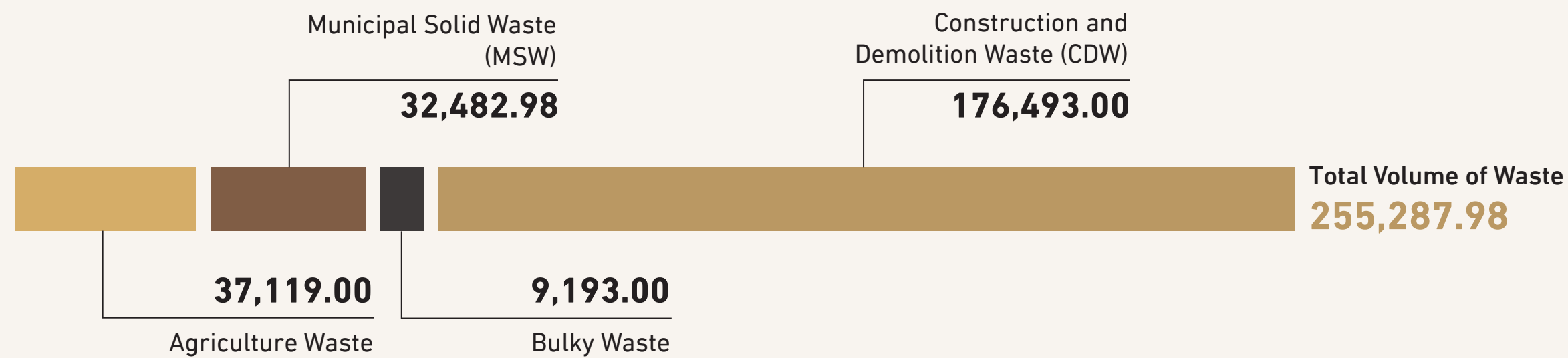
RCU is also actively enhancing its waste approach, with plans to launch, design and build the Solid Waste Infrastructure Program between 2026 to 2028. This program will introduce new infrastructure systems to apply the circular economy approach and reduce landfill dependency, while increasing material recovery across AlUla's waste streams.

RCU has implemented a smart waste management system that enables real-time

monitoring, control, and optimisation of our operations.

Building on this strong foundation, RCU will continue to invest in enhancing data collection capabilities and infrastructure to further support the transition toward more sustainable and circular waste management practices.

Type and volume of waste generated in 2024 (Tonnes)



GRI Disclosures

GRI 306-1 Waste Generation

GRI 306-3 Waste Generated





Waste Collection

In alignment with UN SDG 12: *Responsible Consumption and Production* and Saudi Vision 2030, RCU's waste collection services are designed to uphold environmental quality and community wellbeing. These efforts contribute to cleaner public spaces, improved health outcomes, and the preservation of AlUla's natural and cultural assets.

RCU is actively planning for long-term sustainability in waste management through the Solid Waste Infrastructure Program in AlUla. This ambitious initiative is designed to establish a comprehensive design, build, and operate mechanism for solid waste management over a 15-year period. The project aims to meet current and future waste management demands, with projections estimating that by 2042, the Road Transfer Station (RTS) will process around **62,000 tonnes annually**, while the Resource Management Park (RMP) will handle over **300,000 tonnes**.

In 2024, RCU signed a five-year contract for comprehensive solid waste management services covering central and south of AlUla county wide and gateways, the contract underscores RCU's strong commitment to maintaining a clean, sustainable, and well-managed environment for both citizens and visitors of AlUla.

The contract delivers a full suite of waste management services, including:

Litter picking in public and high-traffic areas

Routine and scheduled waste collection for residential, commercial, and public zones

Street cleaning to preserve cleanliness and urban aesthetics

Door-to-door collection of agricultural waste, supporting rural AlUla community and local farms

Bulky waste collection, allowing proper disposal of large household items

Mass clean-up operations targeting illegal dumping sites across AlUla

This initiative, led by RCU, reflects the Commission's aim to promote public cleanliness.

To put this to action, RCU has launched several initiatives aimed at transforming waste management practices across the region. One of the most impactful initiatives in 2024 was the Protected Area Clean-Up Project, which removed



3,228 tonnes of waste.



Waste collection site - Mughayra

This initiative was instrumental in restoring ecological balance and preparing critical conservation zones for sustainable tourism development, reflecting RCU's integrated approach to environmental protection and responsible growth.



GRI Disclosures

GRI 306-2 Management of Significant Waste-related impacts





As part of RCU's commitment to advancing a circular economy and enhancing waste management services, we are gradually introducing source segregation at the point of collection for municipal solid waste.

To support this initiative, a comprehensive public awareness campaign aimed at educating residents, businesses and visitors on proper waste sorting, recycling practices, and the environmental benefits of sustainable behaviour. These educational efforts are designed to foster a culture of environmental responsibility and community participation in keeping AlUla clean and green.

By embedding source segregation and awareness programs into our strategy, RCU reinforces its long-term vision of building a **zero-waste** future, aligned with national sustainability goals and global environmental standards.

Current progress includes the successful completion of RIBA Stage 2 (Concept Design), with the contractor now advancing through detailed design, construction, and handover phases.

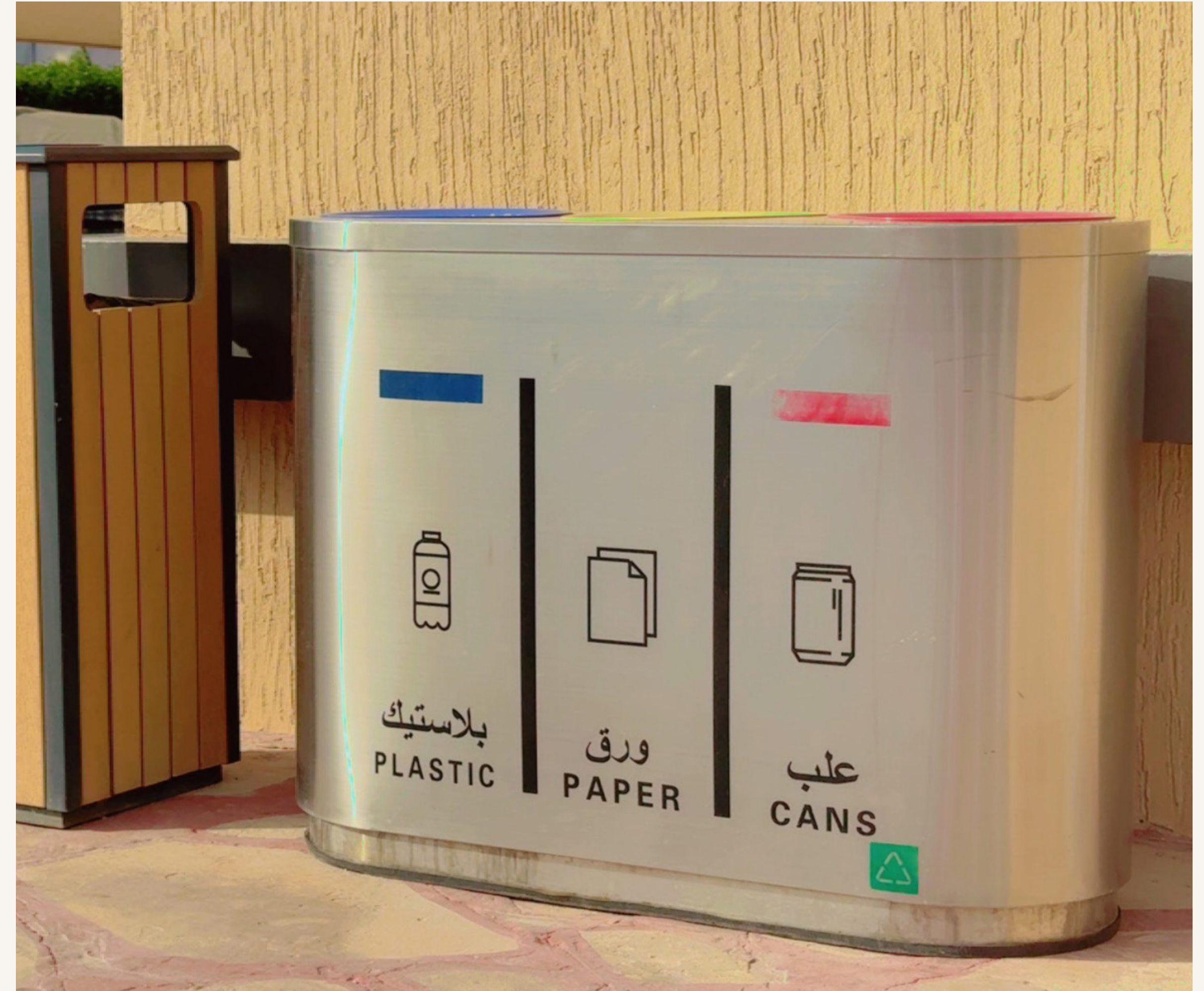
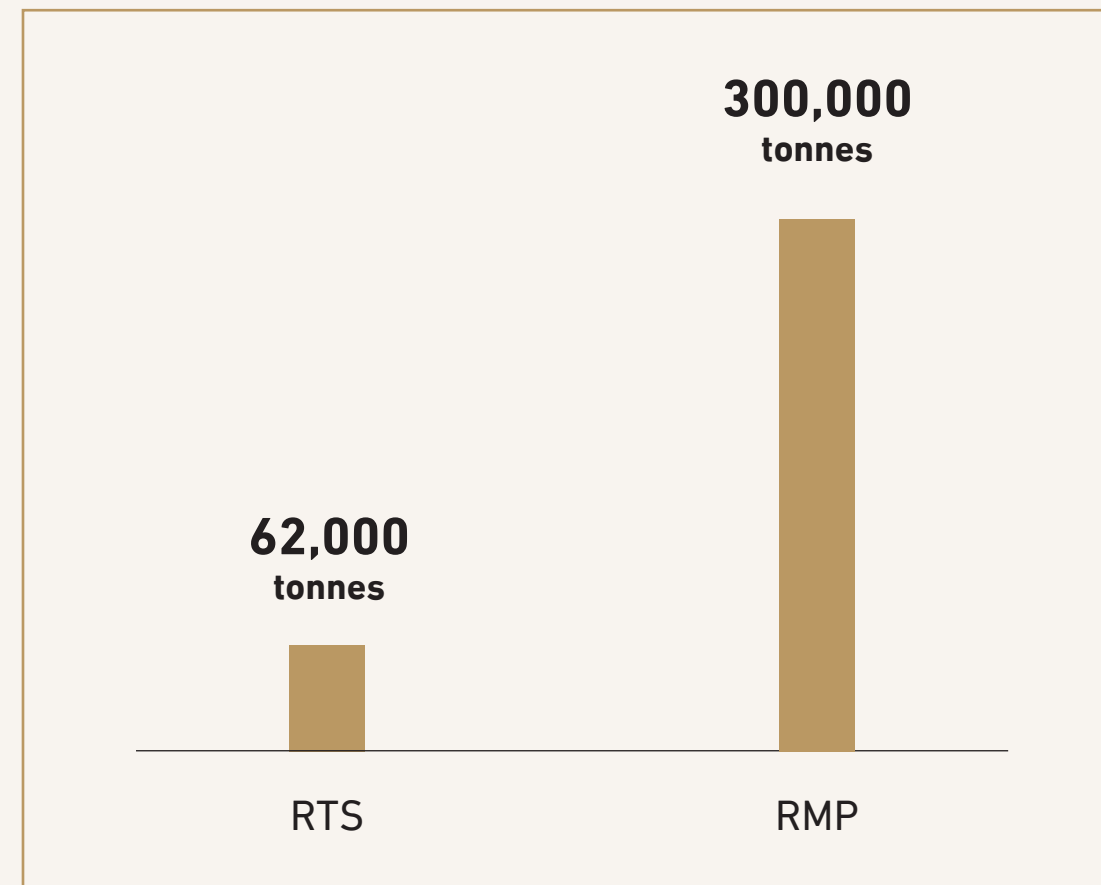
The program also includes the development of



22 Facilities within the Resources Management Park

ensuring scalability and adaptability to AlUla's growing population and tourism sector. This initiative is critical for environmental protection, public health, and sustainable urban development.

These initiatives reflect RCU's commitment to sustainable, scalable waste systems that are created through a combination of smart technologies, public engagement, and local workforce development.



Waste segregation at source - RCU headquarters



Waste Treatment

In alignment with UN SDG 12: *Responsible Consumption and Production* and Saudi Vision 2030, RCU's waste treatment efforts focus on resource recovery, operational efficiency, and the promotion of circular economy practices.

Agricultural waste represents the second highest waste type disposal in AlUla, highlighting the importance of addressing waste treatment. In commitment to the Saudi Green Initiative objectives, RCU's agriculture waste management initiative has significantly advanced waste treatment within AlUla by converting agricultural residues into high-quality organic fertiliser. In its first phase, the programme cleared

3,000 ha of land and established compost production

across **four dedicated facilities**, reducing the harmful practice of open burning and its associated carbon emissions enhancing soil health, creating a closed-loop system that supports local agricultural productivity.

The upcoming second phase will expand composting capacity and integrate environmentally friendly technologies, positioning the programme as a major hub for agricultural waste recycling.

Agricultural waste treatment recorded major progress in 2024 across AlUla, with multiple impactful initiatives across AlUla, focused on clearing abandoned and derelict farms, rehabilitating heritage oasis, and converting organic waste into compost for local agriculture. Throughout 2024,

12 training sessions

were delivered on composting to students.



Transporting agricultural waste - AlUla Cultural Oasis

AlUla Agriculture Waste Management in Mughayra

	Farms cleaned	350 ha
	Agricultural waste collected	78,728 m ³
	Agricultural waste Shredded	40,756 m ³
	Compost produced	34,000 m ³
	Compost distributed	7,520 m ³



Agricultural waste treatment - Mughayra

AlUla Agriculture Waste Management in Cultural Oasis

	Farms cleaned	1,200 ha
	Agricultural waste collected	26,784 m ³
	Agricultural waste Shredded	125,498 m ³
	Compost produced	50,199 m ³
	Compost distributed	60,466 m ³



Shredded Wastes Area - Cultural Oasis



GRI Disclosures

GRI 306-2 Management of Significant Waste-related impacts

GRI 306-4 Waste Diverted



AlUla Agriculture Waste Management in Tayma Heritage Oasis

	Farms cleaned	518 ha
	Agricultural waste collected	83,026 m ³
	Agricultural waste Shredded	33,618 m ³
	Compost produced	20,000 m ³
	Compost distributed	0 m ³

AlUla Agriculture Waste Management in Khaybar Oasis

	Farms cleaned	100 ha
	Agricultural waste collected	73,284 m ³
	Agricultural waste Shredded	10,684 m ³
	Compost produced	0 m ³
	Compost distributed	0 m ³



Workshops on agricultural waste management

The campaign has already delivered tangible outcomes that complement AlUla's waste management strategy. Initiatives such as the Conscious Generosity Campaign have encouraged responsible consumption, while educational programs, including school visits to agricultural waste recycling facilities, have demonstrated practical solutions like converting organic waste into high-quality fertilisers.

Looking ahead, RCU will continue to scale its agricultural waste management efforts, expand composting infrastructure, and integrate innovative technologies to enhance resource recovery.



Agriculture waste treatment site - Mughayra

Additionally, the Saon AlUla Campaign was launched in 2024 as part of the broader AlUla Preservation efforts, aiming to embed a culture of sustainability across AlUla. Its primary objective is to inspire behavioural change and promote environmental stewardship by engaging diverse community segments and key stakeholders. Through a multi-layered communication strategy, spanning social media, newsletters, educational materials, and on-ground initiatives, the campaign raises awareness on critical issues such as waste reduction, resource efficiency, and sustainable consumption. By leveraging influential partners and fostering collaboration within and beyond RCU, Saon AlUla is serving as a catalyst for aligning local practices with global sustainability goals.



Biodiversity

AlUla's diverse ecosystems are home to rare species and fragile habitats that demand thoughtful protection. RCU is committed to conserving this biodiversity through science-led strategies, restoring landscapes, reintroducing native wildlife, and protecting critical habitats. These efforts are guided by UN SDG 15: *Life on Land*, Saudi Vision 2030, and the Saudi Green Initiative.

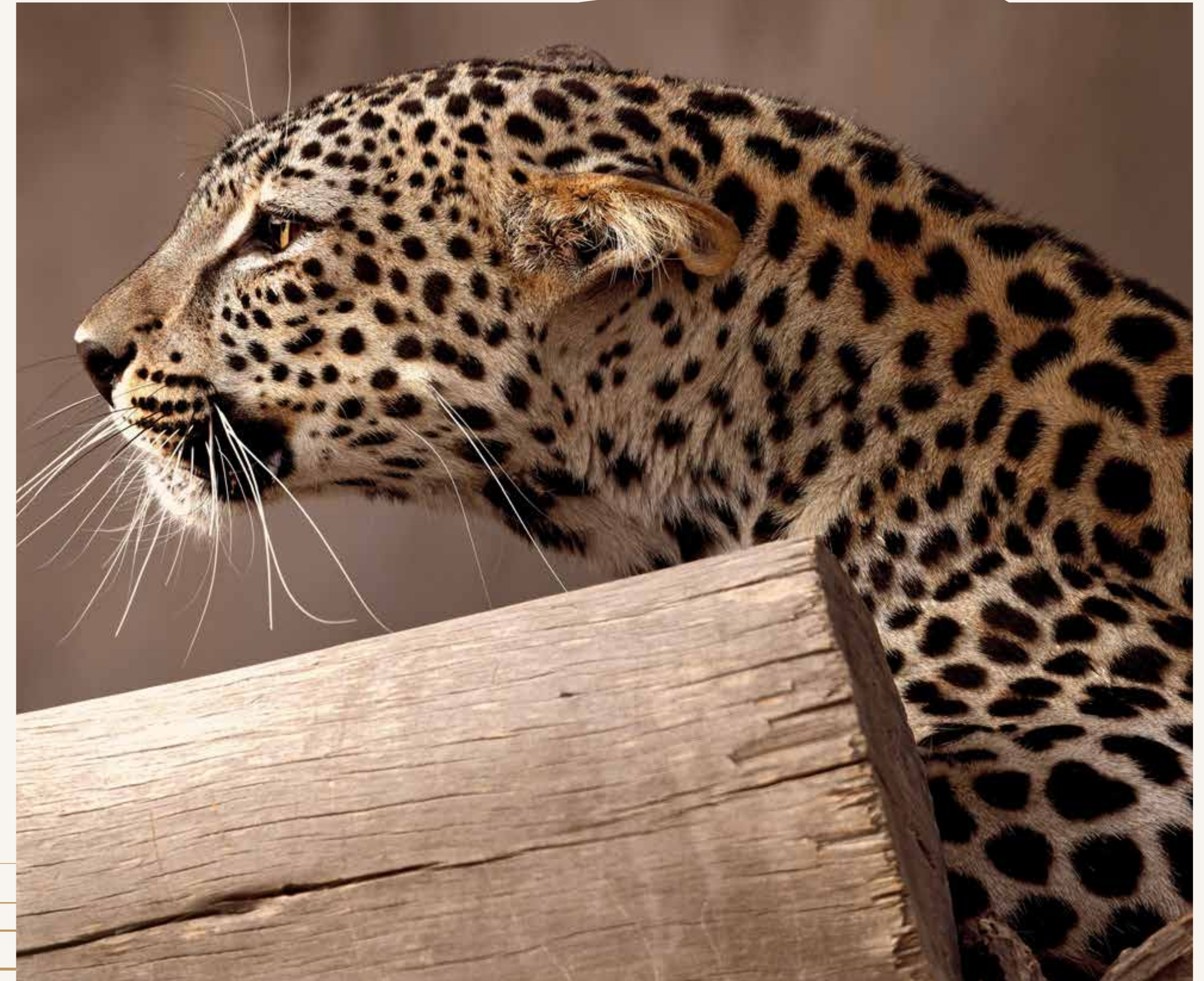
In 2024, we fully operationalised an additional Protected Area, bringing the total number to six activated Protected Areas, while continuing our efforts in major rewilding and restoration programs. From planting half a million native seedlings to tracking reintroduced animals via satellite telemetry, these multi-year initiatives demonstrate a holistic approach to ecological resilience.

Additionally, the Arabian Leopard Conservation Breeding Centre achieved a significant milestone by receiving accreditation from the European Association of Zoos and Aquaria (EAZA). This recognition marks it as the first facility of its kind in both Saudi Arabia and the Arabian Gulf region, underscoring our commitment to international

standards in wildlife conservation and the protection of the critically endangered Arabian leopard. Moreover, RCU's regenerative agriculture practices, such as compost application, integrated pest management (IPM), and crop diversification, actively enhance soil health and support pollinator habitats.

In November 2024, the Implementing Regulation for the Protection of Biodiversity was made public, marking a major milestone in safeguarding natural habitats and biodiversity within designated geographical boundaries. The regulation introduced measures for identifying and conserving biodiversity-rich areas outside protected zones, while also enabling sustainable development through mechanisms that offset ecological impacts. It established classification standards for both protected and high-value biodiversity areas, reinforcing a structured approach to environmental preservation.

RCU is positioning AlUla as a regional leader in biodiversity preservation, ensuring that its natural legacy thrives alongside cultural and economic development.



Arabian Leopard



Conservation & Protection

In alignment with UN SDG 15: *Life on Land*, and Saudi Vision 2030, RCU has made significant progress in conserving biodiversity and protecting critical natural habitats across AlUla. These efforts are underpinned by integrated landscape planning, habitat preservation, and robust environmental policies designed to safeguard AlUla's unique natural heritage.

In 2024, RCU's total terrestrial protected area remained steady at



13,026 Km²

demonstrating our commitment in land conservation. As of 2024, ranger stations within the PAs are also fully operational, strengthened by a newly implemented ranger distribution plan covering all protected areas. These reserves serve as biodiversity strongholds, protecting endemic species and fragile ecosystems from degradation.

RCU's conservation efforts in AlUla increasingly incorporate scientific assessment and ecological planning, as reflected in initiatives

such as the rangeland carrying capacity study and the native tree inventory project. The rangeland assessment seeks to understand how much grazing pressure local ecosystems can sustain, particularly in areas historically impacted by overgrazing. This work may inform future strategies for habitat protection, species recovery, and land-use management.

Similarly, the inventory and governance of high-value native tree species under AlUla Masterplans 1 and 2 aim to establish a clearer

picture of the region's botanical assets. By identifying and categorising ecologically and culturally significant trees, the project supports long-term planning for vegetation conservation and landscape resilience. Together, these initiatives highlight a growing emphasis on data-driven approaches to restoring and protecting AlUla's diverse ecosystems.

In addition to protected area management, RCU implemented

11 wildlife and nature research projects

that achieved measurable outcomes in 2024, contributing to improved ecological understanding and informing future conservation strategies. Since the value fell slightly below the target of 14, RCU will aim for more effective coordination to meet the target, as these projects reflect our focus on increasing our scientific knowledge and capacity to further our work in conserving biodiversity in AlUla.



Argel plant



Lac Sumac



White Wormwood



White Weeping Broom



GRI Disclosures

GRI 304-3 Habitats protected or restored

GRI 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations



RCU KPIs

Kilometres Squared of terrestrial protected area

Number of activated Protected Areas

Number of wildlife & nature research projects achieved outcomes



Two pictures from a light show journey through the life of the Arabian leopard - Ashar Valley

The Arabian Leopard Fund, established by Royal Decree No. 65063 and aligned with Saudi Vision 2030, is a flagship initiative under RCU's conservation strategy, dedicated to securing the long-term survival of the critically endangered Arabian leopard, whose wild population is estimated at fewer than **120 individuals**. In 2024, the Fund significantly expanded its scope through targeted programs and strategic partnerships, including:

Arabian Leopard Grant:

Launched to support research and conservation projects at local, regional, and international levels, offering up to **1 million SAR** in funding.

Awareness and Education Tools:

Released the Arabian Leopard Awareness and Education Guide (bilingual) and published the Arabian Leopard Book to support public education.

Arabian Leopard Scholarship Program:

Introduced under the AlUla Scholarship Program, providing **50 scholarships** in disciplines aligned with conservation needs to empower AlUla's youth.

National Awareness Campaign:

Partnered with the Saudi Football Federation and Adidas to launch a new Saudi National Team Jersey featuring the Arabian leopard print.

Mobile Veterinary Clinic:

Developed as a rapid response unit to deliver field care for Arabian leopards in Oman.

Global Engagement:

Participated in international forums such as COP16 and the IUCN Regional Forum to elevate the species' profile.

Riyadh Office:

Established to strengthen regional coordination and develop future conservation initiatives.

Capacity Building:

Fully funded conservation training for **70 beneficiaries** in collaboration with institutions like Oxford University and the Durrell Conservation Academy.

These initiatives reflect the Fund's integrated and results-driven approach, combining science, education, infrastructure, and outreach, to reinforce biodiversity protection and species conservation.



In a significant recognition of AlUla's global conservation efforts, all **six** Protected Areas have now been reclassified under the IUCN protected areas classification:



The IUCN Green List Certificate also recognised SNP for meeting global standards of effective and equitable management in protected areas. This certification highlighted best practices in conservation and affirmed RCU's commitment to sustaining ecological integrity through ongoing environmental initiatives aligned with international benchmarks. RCU also mapped over **60 km of trails** within AlUla Protected Areas, yet to be launched, in accordance with designated zonation, contributing to enhanced accessibility while preserving ecological integrity. In 2024, SNP attracted

more than **9,000** visitors

via the **four tour operators** that run experiences within Sharaan National Park, demonstrating public appreciation for local biodiversity.

Moreover, RCU's commitment extends beyond national boundaries, with several global partnerships. In 2024, RCU sponsored the Cape Leopard Trust, supporting conservation and education efforts that raised global awareness about leopard conservation. Additionally, through its sponsorship of the Cheetah Conservation Fund, RCU advanced cheetah population research and supported a wildlife sanctuary in Somaliland. These international collaborations reflect the Commission's broader responsibility to endangered species preservation worldwide.

RCU strengthened agricultural biosecurity and ecosystem health through two flagship initiatives.

The Integrated Pest Management for AlUla Date Palm Farms deployed an integrated system across

4.7k farms

monitored **7 major pests**, treated **1.76M** infected trees using eco-friendly methods, and removed **8K m³** of severely infested trees, with **65 operation teams** and **283 staff** in place. The programme registered **4M** trees, installed **31.2k** traps, and trapped **19.6K** RPW, **47K** borers, and **89.5K** Humira, while producing **5.6K** tons of compost and enabling **20%** data collection frequency per farm yearly, contributing to an increase in yield from **6.6 to 6.7 tons/ha**.



Healthy palm trees - AlUla Cultural Oasis

The Animal Health Biosecurity Program delivered

279,884 doses of livestock vaccination

sprayed **40,270 animals** for external parasite control, and implemented a livestock identification system (LIS) covering **4%** of livestock holders in AlUla County, exceeding the initial target of **200,000 vaccinations** and reducing the risk of disease outbreaks while improving livestock productivity and welfare.



Livestock Farm - AlUla Cultural Oasis



Our Biodiversity Publications

As part of our commitment to ecological restoration and biodiversity conservation, RCU has supported and published a series of scientific studies and educational materials that deepen understanding of AlUla's unique natural heritage, contributing to global knowledge while informing local conservation strategies. The WNH Department has produced **20 scientific publications, 14 popular online blog posts, and 8 articles** for the general public.

The department has also participated in **11 scientific talks** at international conferences to **over 820 global experts, and 7 public talks** to the local community of AlUla, with a total of **282 attendees**. Below is a list of key biodiversity-related publications produced or supported by RCU.

Natural and Agricultural Disturbances: Differentially Impact Seedling Emergence from Soil Seed Banks in Hyperarid Ecosystems

Differentially Impact Seedling Emergence from Soil Seed Banks in Hyperarid Ecosystems, Explores how disturbances affect seed bank composition and vegetation recovery in degraded sites. It was published in The Journal of the Society for Ecological Restoration.

Phytochemical Profile and Biological Activities of the Endemic *Thymra nabateorum* Occurring in AlUla County, NW Saudi Arabia

Investigates the medicinal and ecological value of a native plant species.

Phytogeographic Transition Areas Hide Floristic Diversity in Hyper-Arid Environments (Sharaan National Park, NW-Saudi Arabia)

First floristic survey of Sharaan National Park, identifying 166 plant taxa and confirming its conservation value.

Recovery of Perennial Plant Communities in Disturbed Hyper-Arid Environments

Assesses plant community succession and bioindicator species in Sharaan.

Blanford's Fox (*Vulpes cana*) Habitat Suitability in Saudi Arabia

Uses camera trap data to model habitat preferences for Blanford's fox.

Factors Affecting Asiatic Caracal Occupancy and Activity in an Arid Landscape

Investigates ecological drivers of caracal behavior and habitat use.

Beyond the Wild: The Role of Ex-Situ Conservation in the Survival of Arabian Leopards

Reviews captive breeding challenges and strategies for Arabian leopards, published in CATnews.

From the Field to Collections: Developing Natural History Collections in Saudi Arabia

Highlights AlUla's potential as a hub for specimen-based research and published in Journal of Natural Science Collections, by Freedman, J., Collins, C., Darwish, M., and Al Johani, N.

Geology: A Timeline of the Desert

Offers an engaging narrative on AlUla's geological history and published in Field Guide to the Desert, by artist Mark Dion, with contributions to several chapters by WNH Geology Department.

Inventory of AlUla Fauna

Documents local wildlife and includes the bilingual Reptiles of AlUla guide.

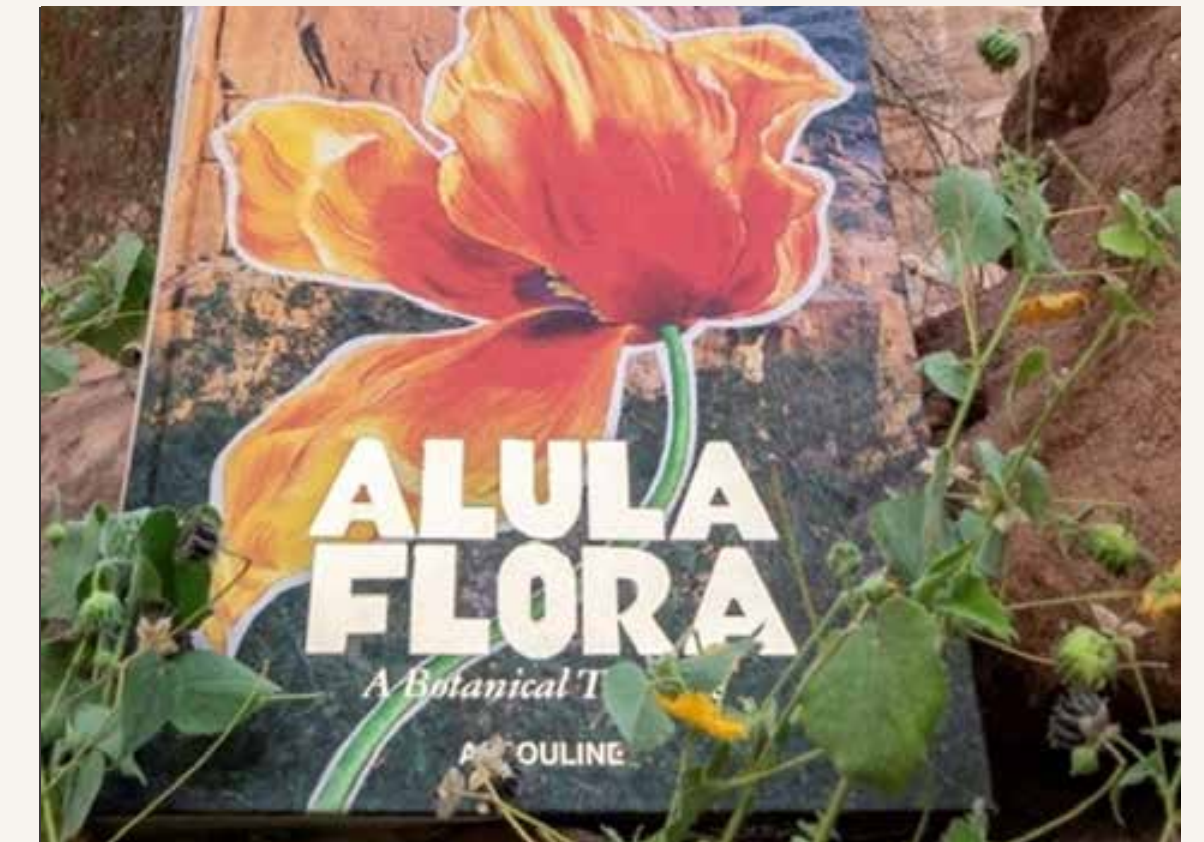
Plants of AlUla and Their Uses Throughout History

Bilingual booklet detailing traditional uses of native plants.

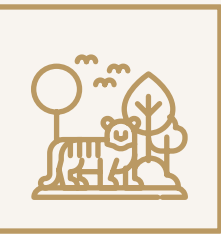
AlUla Flora (Coffee Table Book)

Artistic photography book showcasing AlUla's biodiversity, printed in Arabic and English.

These collective efforts underline RCU's commitment to preserving AlUla's biodiversity while integrating environmental responsibility across its cultural and community development programs.



Two pictures showing AlUla Flora coffee table book



Rewilding

In alignment with UN SDG 15: *Life on Land*, Saudi Vision 2030, and the Saudi Green Initiative, RCU's rewilding initiatives aim to restore ecological balance by reintroducing native species into protected areas, improving biodiversity, and strengthening AlUla's natural heritage.

In 2024, reintroduction efforts continued, with



621 animals

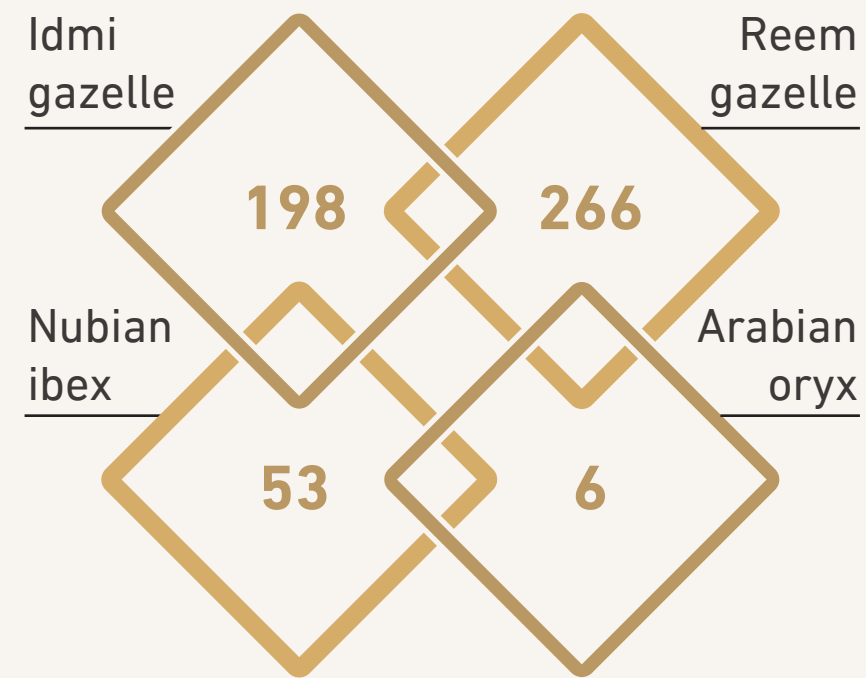
released into Protected Areas, including **198** idmi gazelle, **266** reem gazelle, **53** Nubian ibex and **6** Arabian oryx into Sharaan National Park. A further **47** Nubian ibex and **24** reem gazelle were released into Wadi Nakhlah Nature Reserve (WNNR), as well as **11** Arabian oryx and **16** idmi gazelle into Hegra Wildlife Experience. These releases were carried out across AlUla Protected Areas reinforcing habitat restoration and species conservation.



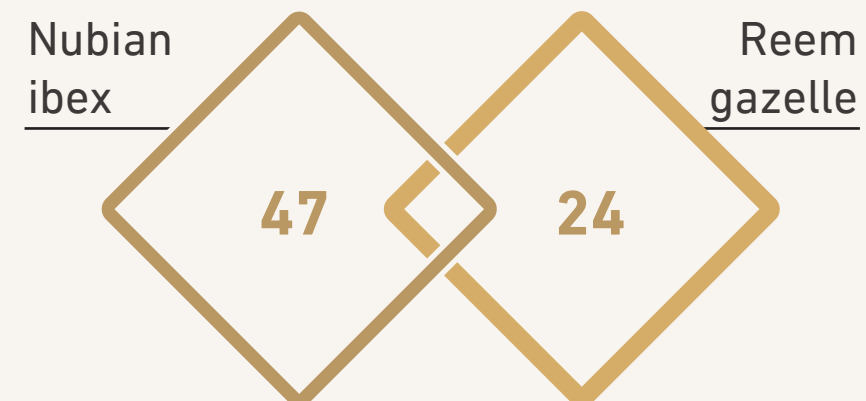
A gazelle - Sharaan National Park

Animals released into Protected Areas

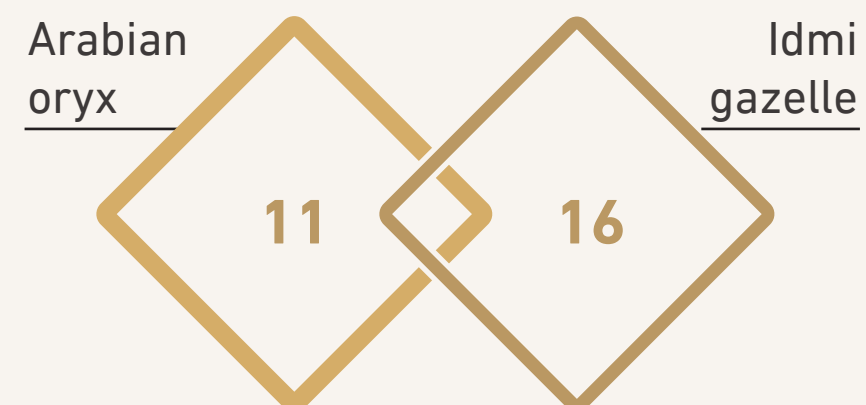
Sharaan National Park



Wadi Nakhlah Nature Reserve



Hegra Wildlife Experience



The reintroduction of animals into Protected Areas in 2024 continued to show promising outcomes, with evidence of reproduction among released species. This progress reflects the success of habitat readiness and the application of effective reintroduction standards. To support ongoing monitoring and conservation, RCU has also initiated the establishment of an integrated wildlife tracking system using geographic information systems (GIS). This system enables deeper insights into animal behaviour and habitat use, helping to inform adaptive management and long-term ecological planning. During 2024, RCU introduced satellite tagging for re-introduced animals, aiming to enhance monitoring and support ongoing tracking and conservation efforts.

A key milestone was achieved with the **birth of five Arabian leopard cubs** at the Arabian Leopard Conservation Breeding Centre as a result of improved care and breeding conditions for all leopards, representing a critical step forward in reversing species decline.

Conflict mitigation strategies were introduced through RCU's sponsorship of the IUCN Human-Wildlife Conflict & Coexistence Specialist Group, addressing the challenges of coexistence through Arabic translation of global guidelines,

educational tools, and training plans aimed at preparing communities to live safely alongside wildlife.

Through these comprehensive efforts, RCU is establishing AlUla as a regional hub for rewilding science and species recovery, bridging global conservation frameworks with local ecological integrity.



Sand gazelle pre-release enclosure



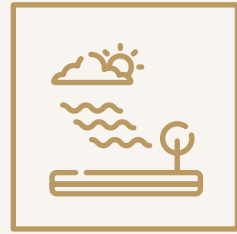
GRI Disclosures

GRI 304-3 Habitats protected or restored

GRI 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations

RCU KPIs

Number of animals released into Protected Areas



Restoration

In alignment with UN SDG 15: *Life on Land* and Saudi Vision 2030, restoring AlUla's landscapes remains at the heart of RCU's environmental efforts, with a long-term commitment to reviving ecosystem services, enhancing biodiversity, and increasing climate resilience. In 2024, AlUla achieved considerable gains across several restoration indicators, reinforcing the region's role as a national leader in ecological recovery.

In the first half of 2024, the Mitigation and Ecological Compensation Program successfully completed its initial two phases. Although currently paused, the program achieved key milestones, including pilot implementation across multiple projects and one masterplan,

laying the groundwork for future ecological restoration and impact offsetting efforts.

The Vegetation Development project in Sharaan National Park also marked a significant milestone. In 2024, we completed the planting of

 **500,000 native seedlings**

across **5,100 ha** of degraded rangeland, an ongoing effort since 2022. At SERE24, RCU presented research on restoring degraded ecosystems in arid environments, showcasing methods that contributed the success of these efforts, advancing restoration goals aligned with the EU's Nature Restoration Law.

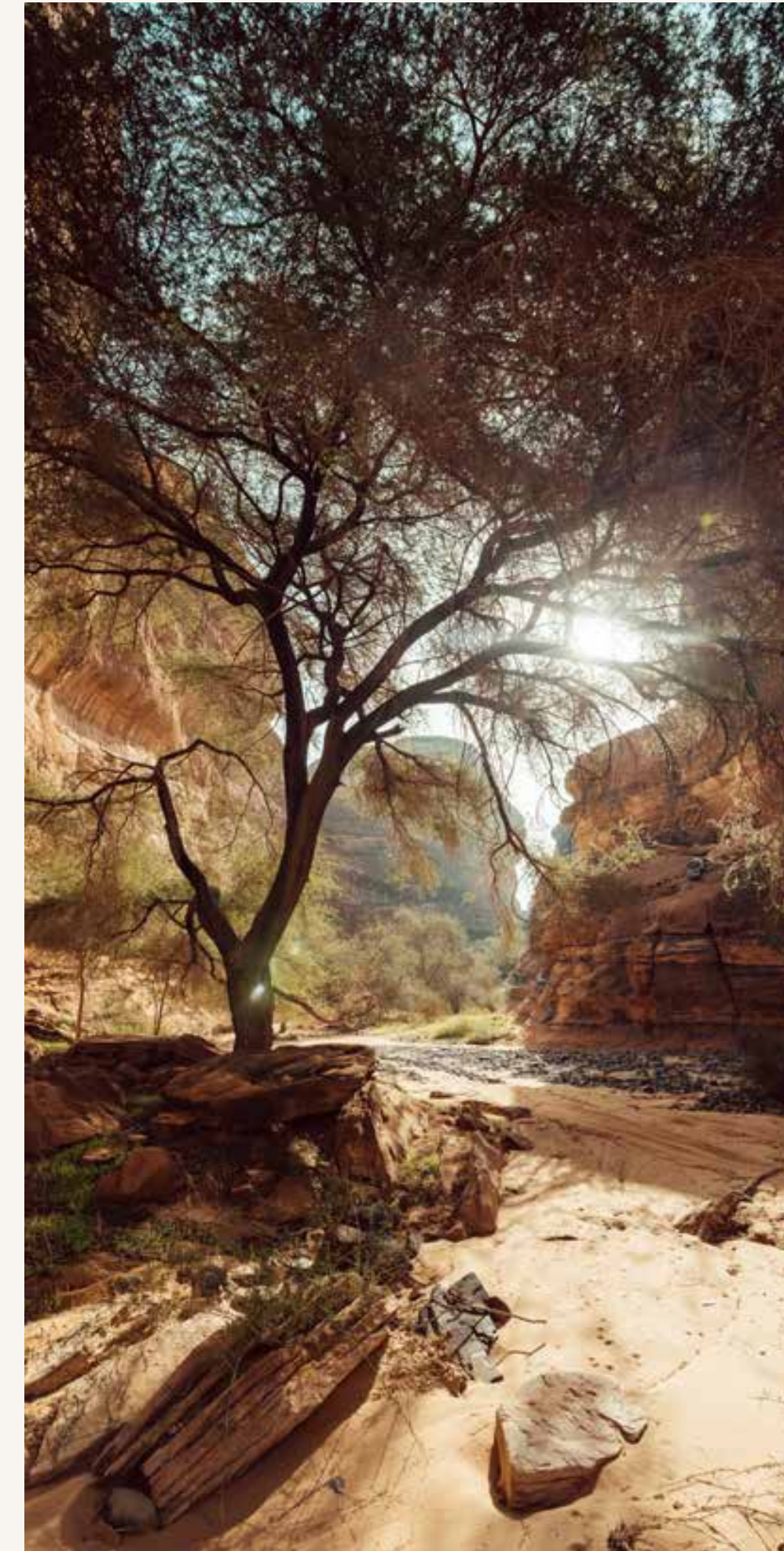
This intervention has initiated improvements in habitat condition, soil health, and native biodiversity, setting the foundation for long-term ecosystem recovery. While full restoration and significant contributions to carbon sequestration will take time, the site is beginning to show positive ecological trends and serves as a promising model for revitalising arid landscapes.

Sharaan National Park has also served as a site for innovation in arid land restoration, with RCU establishing a **100 ha** outdoor laboratory. This pilot site is testing scalable techniques including invasive species removal, soil amendments, and adaptive planting methods. Initial results from 2024 indicated improved vegetation cover and soil stability, and findings were shared through international scientific journals.

To guide these and future interventions, RCU developed a 10-year Ecosystem Restoration Strategy. This strategy targets the restoration of **65,000 ha**, the planting of **10 million native seedlings**, and the revegetation of **200 flora species**. Baseline assessments of vegetation cover and soil quality were completed in 2024, laying a solid scientific foundation for strategic planning.



Restored area - Sharaan National Park



Revegetation in canyon - Sharaan National Park



GRI Disclosures

GRI 304-3 Habitats protected or restored

RCU KPIs

Area of restored rangeland within AlUla

Number of planted trees in AlUla protected areas

Number of flora species revegetated in AlUla



Significant progress was also achieved through the RCU Native Plant Nursery and Seedbank, which reached full operational capacity in 2024. Now producing **300,000 seedlings annually**, the nursery supports ecosystem restoration and landscaping projects while preserving local biodiversity. These efforts are part of a broader Saudi Green Initiative objective



to plant **10 million** seedlings by 2035.



Two pictures showing signs of natural rejuvenation - Sharaan National Park

The increase in restored rangeland and native plants reflects both improved capacity and execution. The planting campaign achieved **530,000 total planted trees by the end of 2024,**



exceeding the original target of 511,684 by 4%

Complementing this effort, RCU also achieved the revegetation of **60 native flora species**, showing significant progress in 2024, with an increase of **14 in one year**. This was achieved through predictive modelling and expert consultation, supporting habitat restoration, improving soil stability, and enhancing the availability of forage and shelter for native wildlife.

Supporting education and awareness initiatives play a vital role in conservation and protection. RCU's Greening AlUla Schools program introduced native trees



to **17** schools

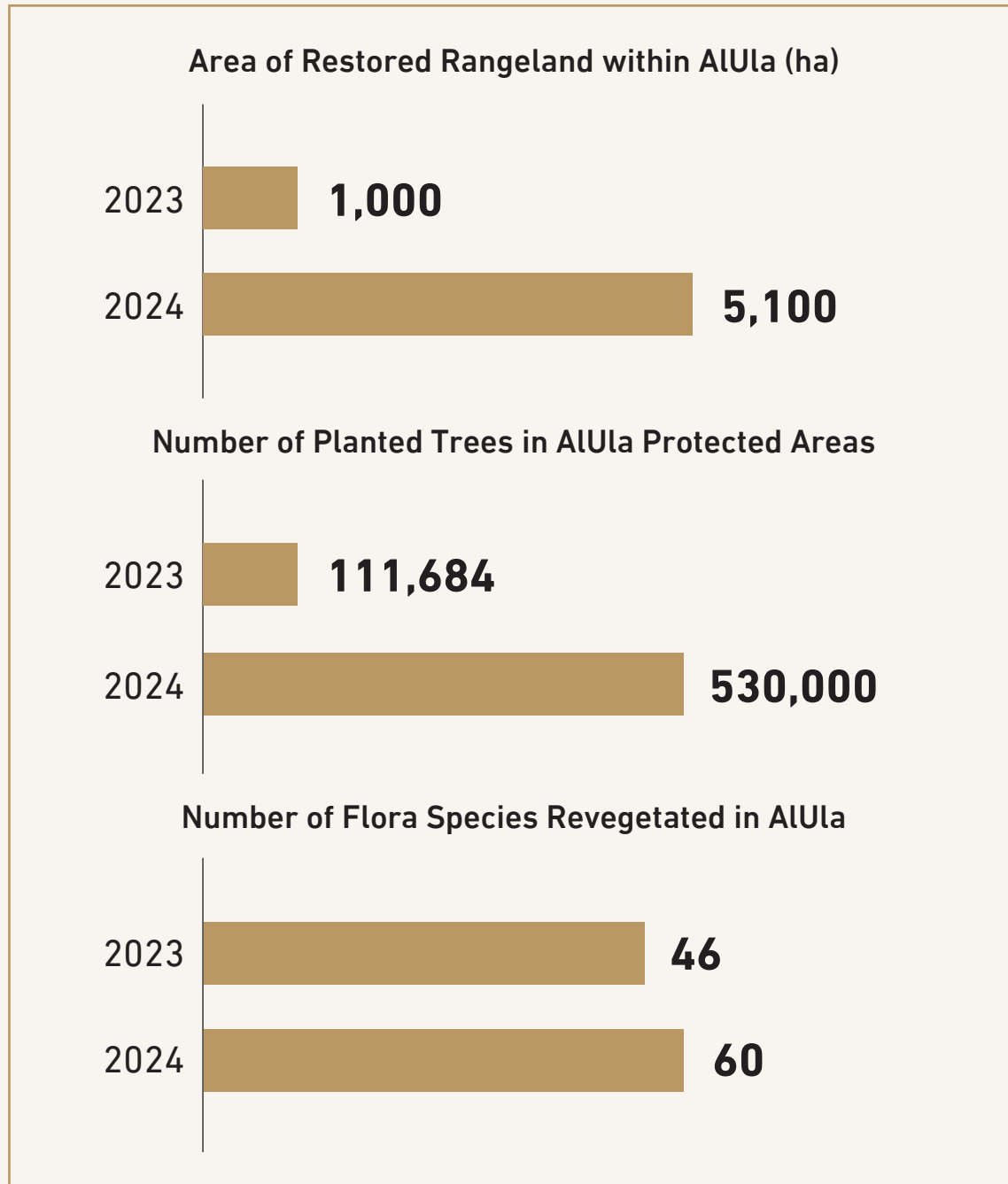
nurturing environmental stewardship among students. Meanwhile, satellite and field assessments were deployed to map and monitor rangeland degradation and recovery trends across AlUla. These insights informed restoration priorities and supported sustainable grazing practices. The assessment of rangeland carrying capacity was also completed, ensuring that rewilding and livestock use remain ecologically balanced.

RCU continued to reinforce AlUla's ecological resilience through initiatives like the production of approximately **300,000 native plants** in 2024, representing 90 plant species, which represents 100% of the total target for 2024. Other initiatives include the collection and preservation of seeds with genetic origins for more than 135 native plant species within the AlUla Nursery and Seed Bank Project. RCU also aims to actively plant local crop varieties within the AlUla Cultural Oasis. Some of the strategic crops planted in 2024 includes the Lawsonia inermis and the AlBarni Date Palm Variety. This practice supports biodiversity and preserves the region's agricultural heritage by sustaining traditional crops adapted to AlUla.

Through these collective actions, RCU is safeguarding AlUla's natural heritage, while establishing scalable restoration models for similar arid regions across the Kingdom and beyond.



Tree planting activities - Sharaan National Park





Sustainable Urban Development

In alignment with UN SDG 11: *Sustainable Cities and Communities*, Vision 2030, and the AlUla Sustainability Charter, RCU is embedding sustainability principles across infrastructure, mobility, green spaces, and public services. RCU's vision for AlUla prioritises integrated, resilient, and people-centred urban development that enhances quality of life while preserving cultural and natural heritage.

Strategic Environmental Assessments (SEAs) are systematic assessments of environmental, social, and socio-economic potential impacts (negative or positive) and their significance and support the design of the plan, policy or program providing inputs for options appraisals and effects mitigation and following the

11 SEA themes.

In accordance with the Ministry of Environment, Water and Agriculture (MEWA) and the Transfer of Authority of Strategic Environmental Assessment (SEA) to RCU as consent authority, and in alignment with RCU's 2020 AlUla Framework Plan, all plans, policies and programs may be subject to the SEA process pending an initial screening to determine if trigger criteria are met.

At RCU, SEAs have largely been focused on masterplanning since 2022. AlUla County is divided into several masterplan areas, along

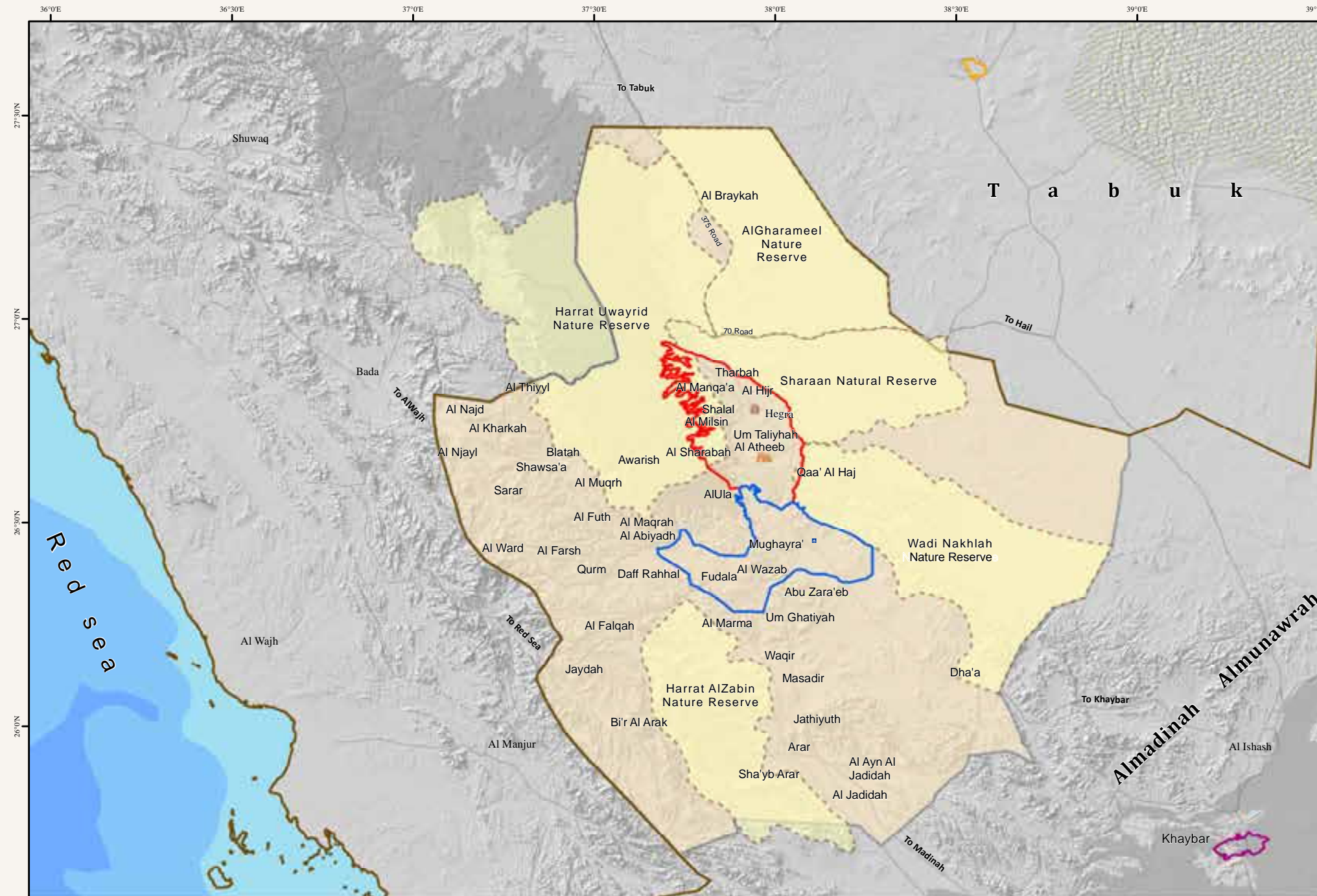
with detailed masterplans falling within Masterplan 1 and Masterplan 2 boundaries. As Masterplans 1 and 2 completed SEAs previously, the detailed masterplans therein undergo the RCU's tailored SEA Change Assessment process, which assesses the detailed masterplan design at the early stages against what was proposed under the overarching previously-assessed masterplan and its related SEA for potential significant changes or impacts.

In 2024, three full SEAs supporting masterplan designs were underway with one reaching completion by the end of the year, along with 12 SEA Change Assessments detailed masterplan designs, of which nine were completed by the end of the year.

RCU maintains a strong commitment to environmental and social safeguards, one key tool to ensure this is the Environmental & Social Impact Assessment (ESIA) process. In 2024, 41 ESIA's were completed and approved for infrastructure and assets projects across AlUla. This demonstrates RCU's continued commitment to ensuring that every stage of development from design and construction to operation, assesses potential impacts and puts in place appropriate actions to mitigate negative impacts.

Efforts to increase urban green area per capita further reflect RCU's commitment to liveability and climate resilience. While the metric saw a decline from 18.83 m² per capita in 2023 to 2.23 m² in 2024 due to updated measurement methodologies and redefined baselines.

Planting efforts across median strips, schools, and walkways, are expected to drive this figure upward in 2025.



Geospatial And Digital Department at Royal Commission for AlUla (RCU). GCS WGS 1984 WKID: 4326 Authority: EPSG Datum: D WGS 1984. Published in September 2025. If you notice any corrections that need to be made to this map or if you have any comments please don't hesitate to contact the Geospatial And Digital Department at RCU. Disclaimer: This map is not a reference for international boundaries or for the administrative supervision zones.

AlUla County Map



GRI Disclosures

GRI 203-1 Infrastructure investments and services supported



RCU KPIs

Urban green area per capita

Percentage of variance from overall development milestones





Moreover, projects like the Airport Central Median Landscaping have transformed key corridors with



614 trees and 1,330 shrubs planted over 14.65 kilometres

supporting biodiversity, improving urban aesthetics, and helping to moderate temperatures in AlUla's arid climate.

Advancing sustainable urban development in AlUla also means creating accessible, low-carbon mobility solutions, as seen in the Green Mobility section of this report.

Pedestrian infrastructure has also advanced. The Cloud 7 Walkway, a **285-meter** corridor, was developed with lighting, signage, barriers, and accessibility features to ensure safe and inclusive non-motorised mobility. These investments enhance urban walkability and support public health. A key challenge lies in ensuring seamless integration with existing and future pedestrian and transit infrastructure.



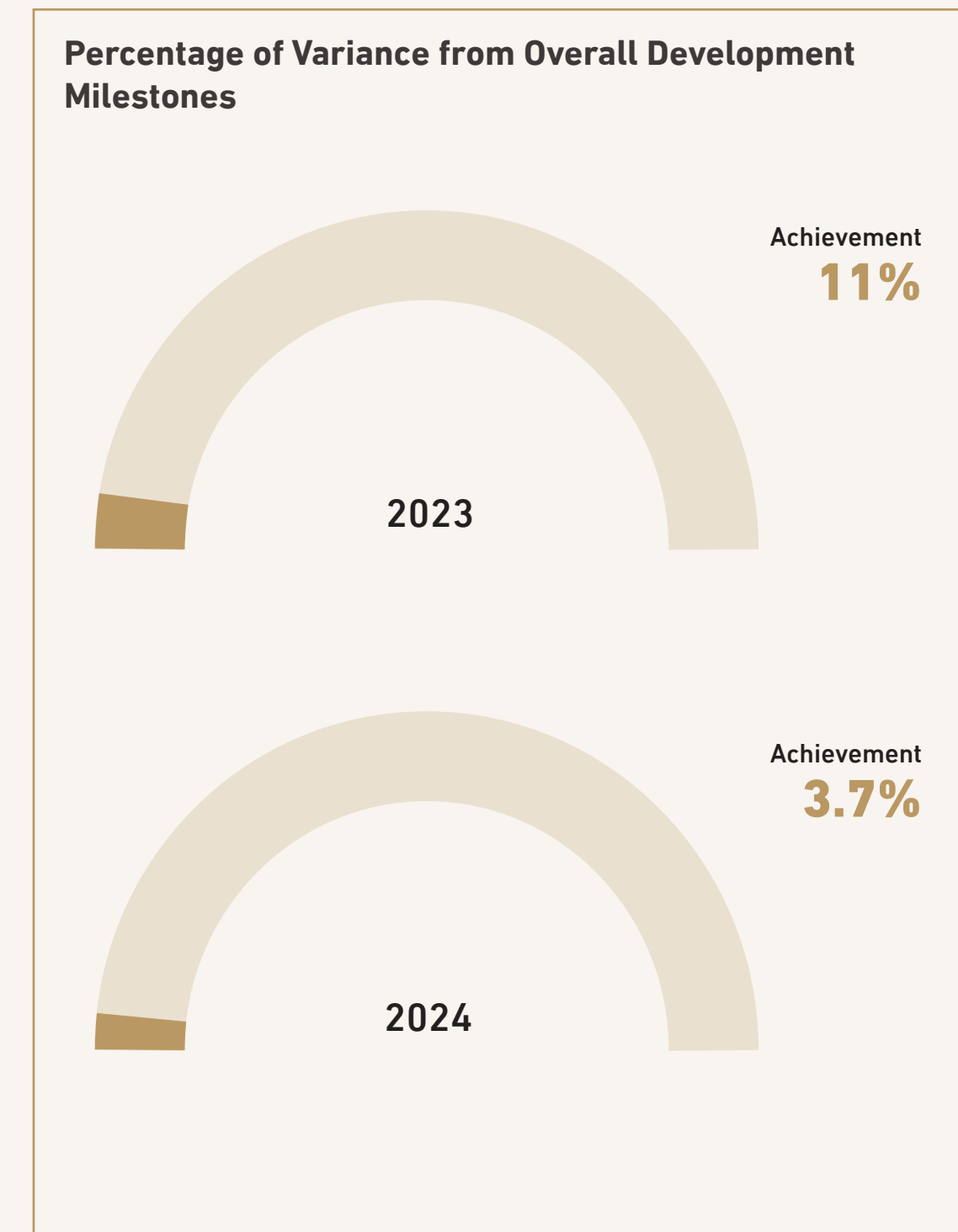
AlUla Summer Walking Challenge to support public health

Additionally, urban development in AlUla is underpinned by innovative and efficient infrastructure systems. In 2024, RCU deployed the Enterprise Asset Management System (EAMS) across key districts including Al Mahash and Al Manshiyah. The system, built on IBM Maximo, enables predictive maintenance, improves asset visibility, and reduces lifecycle costs, ensuring long-term efficiency and reliability of public services. Current customer feedback is collected mainly through phone calls and emails, an approach that is both inefficient and unsustainable as workloads grow. To ensure efficiency and drive continuous improvement, optimising and scaling feedback channels is essential.

To further enhance transparency and operational excellence, RCU finalised and implemented Business Processes for asset handovers, preventive maintenance, continuous improvement, and performance audits. These improvements are expected to significantly increase infrastructure lifespan and resident satisfaction.

RCU aims for effectively governed physical assets through policies and processes, such as the Public Services Physical Asset Management Policy and Asset Management Handbook, both finalised in 2024, allowing for rigorous standards for infrastructure lifecycle management. These tools guide RCU and its contractors in ensuring that all physical assets are operated, maintained, and decommissioned in line with global best practices and local regulations.

Moreover the implementation of the District Operating Model, One Operations Plan, and Integrated Asset Management (IAM) strategy has enabled RCU to align urban development with service excellence. Variance from overall development milestones decreased significantly, from **11%** in 2023 to **3.7%** in 2024, signalling strong alignment with project timelines and planning frameworks.



To further uphold sustainable development, our agreement with the Ministry of Industry and Mineral Resources (MIM) ensures mining licenses within AlUla fully comply with the mining investment system and its executive regulations, along with conditions set by RCU. Through this agreement, companies are required to submit environmental impact studies and rehabilitation plans, heritage impact assessments, and are required to safeguard water sources, wildlife, environment and heritage.



Agriculture projects advance sustainable urban development by delivering essential infrastructure that supports agricultural productivity and resource efficiency. In 2024, we established and developed the Agriculture Nursery, which strengthened AlUla's green infrastructure by building a robust, local propagation base. The project developed the MEWA nursery **over 16 ha** and installed **5,431 m²** of propagation facilities, including:

Greenhouses (1,024 m ²)
Insect screen shade houses (3,000 m ²)
Dryer house (88 m ²)
Refrigerator (100 m ²)
Stores (205 m ²)
Portacabins (348 m ²)
Irrigation tanks
Automatic irrigation system

With construction complete and all core operational and support units in place, the nursery is ready for full-scale propagation, increasing local capacity and self-sufficiency while preparing the infrastructure for sustainable operations. The facility supports future fruit and native tree production and enables upcoming MEWA and RCU propagation programs, overcoming the practical challenge of managing multiple facility installations and utility setup.

Another major agricultural project was the Establishment of Alternative Farms, which delivered resilient, people-centred agricultural units that integrate seamlessly with sustainable urban development goals. Built on **90,000 m²** for beneficiaries affected by land expropriation, **six fully equipped farms** were delivered, each with:

Housing	100 m ²
Storage (agricultural, pesticides)	60 m ² , 20 m ²
A drying house	88 m ²
Shade house	225 m ²
Product storage	50 m ²
An irrigation tank	50 m ²

The farms were planted with date palm (318), fig (696), mango (438), citrus (894), grape (342), and vegetables (1.2 ha), and supported by capacity-building that trained 27 farmers, developed 16 training materials, and delivered 12 training days. With all structural and operational facilities installed and crops established, the initiative restored livelihoods, provided secure and productive land, and improved food production capacity, achieved through tight coordination of construction, planting, and training.



AlUla local dates

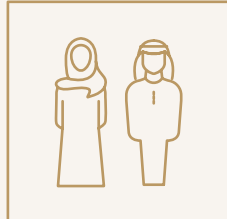


AlUla local fig fruit



05

Empowering People and Communities



Empowering People and Communities

This year, RCU deepened its commitment to human development as a cornerstone of sustainable transformation through key focus on our people and communities. Through RCU's strategic investment and focus on sports, culture, and community engagement, we are not only enriching lives but also fostering a resilient, inclusive, and thriving society. These efforts are laying the foundation for a healthier, more connected, and future-ready AlUla where people and place grow in harmony.



Health, Safety and Wellbeing

RCU is building a healthier, safer, and more resilient AlUla through a comprehensive approach to public health, quality of life, sports, occupational safety, and environmental wellbeing. In alignment with SDG 3: *Good Health and Wellbeing*, SDG 8: *Decent Work and Economic Growth*, SDG 11: *Sustainable Cities and Communities*, and Saudi Vision 2030, RCU's approach places people at the centre of AlUla's transformation.

Through investments in healthcare infrastructure, wellness programmes, inclusive sports development, and a world-class Health, Safety and Environment Management System, we are creating the conditions for individuals and communities to thrive. These efforts are supported by strategic partnerships, digital innovation, and a strong culture of prevention and care.

In 2024, RCU delivered measurable impact across these domains: new healthcare facilities were activated, the Nursing Bridging Programme strengthened the local health workforce, and a **96% resident satisfaction rate** was achieved among residents of AlUla measuring their living experiences in AlUla, focusing on quality-of-life initiatives and infrastructure upgrades like hospital and healthcare expansion projects.

Sports participation also surged through grassroots and elite programmes, while the AlUla Sports Club earned national recognition. RCU recorded zero high-consequence work-related injuries, launched a digital HSE monitoring system, and advanced pollution control through Dark Sky compliance.

These achievements reflect RCU's commitment to building a healthy, safe, and sustainable AlUla where wellbeing is a shared foundation for progress.



Camel Cup - Mughayra Heritage Sports Village



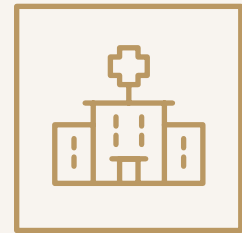
Good Health

We are transforming the health and wellness landscape of AlUla through a strategic and inclusive approach aligned with SDG 3: *Good Health and Wellbeing*, Saudi Vision 2030 and the National Transformation Program. At the heart of this effort is the AlUla Healthcare Transformation Programme, which aims to provide accessible, high-quality, and efficient healthcare services for both residents and visitors.

The healthcare system at AlUla will elevate through this Programme, which is structured around four key pillars:



Community wellness - Five Senses



Public Healthcare System Transformation

With the aim to transform healthcare facilities at AlUla, RCU has completed all planned development works at Prince Abdul Mohsen Hospital, under the Ministry of Health's medical facilities initiative. Additional healthcare complexes at Al Sukhayrat, AlUla Airport, and Al Manshiyah have also been finalised and are now fully operational. The Wadi Ashar clinics have been completely developed and equipped, ensuring 24/7 service coverage with skilled healthcare professionals and advanced facilities. These upgrades have significantly improved access to care, reduced wait times, and accelerated the delivery of healthcare services.



Medical Evacuation and Emergency Services

RCU is working towards implementing a premier emergency response system, which is currently in its development stages. The system includes a number of specifically designed elements, such as streamlined referral process, trained emergency personnel, and a network of ambulance and air evacuation services. The system is scheduled to be operational in 2025, with our target aiming to reduce emergency response times to **15.57 minutes**, down from **18.08 minutes** in 2024.



Private Healthcare System Development

The Commission is in the process of developing partnerships with leading private healthcare providers to establish advanced medical facilities that complement public healthcare services. These facilities are designed to serve both AlUla's growing population and the expanding tourism sector.



Wellness and Wellbeing Services

A holistic approach to health is being championed through wellness programmes that support mental and physical wellbeing. These programmes are accessible to both the AlUla community and visitors, reinforcing AlUla's vision of a vibrant, health-conscious community.



RCU KPIs

Targeted average emergency response time in AlUla





Breast Cancer Awareness campaign



Community wellness - Sadu Escape

Our commitment to preventive care and public health is evident through community-focused initiatives and strategic collaborations. In 2024, RCU launched a Breast Cancer Awareness Campaign in partnership with the Zahra Breast Cancer Association, AlUla Club, Taibah University, the Health Holding Company, and Estée Lauder. The campaign promoted early detection and healthy living through a series of educational sessions, outreach efforts, and collaborative events, targeting women across AlUla and amplifying health awareness throughout the community.

To further promote community fitness, RCU signed a cooperation agreement with the Saudi Sports for All Federation, focused on enhancing access to sports and physical activity. The partnership will roll out joint initiatives, including awareness campaigns and school-based programmes, with a special emphasis on participation in local fields and educational settings, helping to foster a culture of health and wellbeing starting from childhood.

Additionally, we introduced electric bike stations in partnership with hopOn mobility, a smart transportation solutions company offering products and services such as electric bikes, electric scooters and more, promoting sustainable mobility and encouraging physical activity among residents and visitors alike.

RCU also leverages the power of sports to drive health promotion and strengthen community bonds. Seasonal football tournaments engaged

 over **780** local players

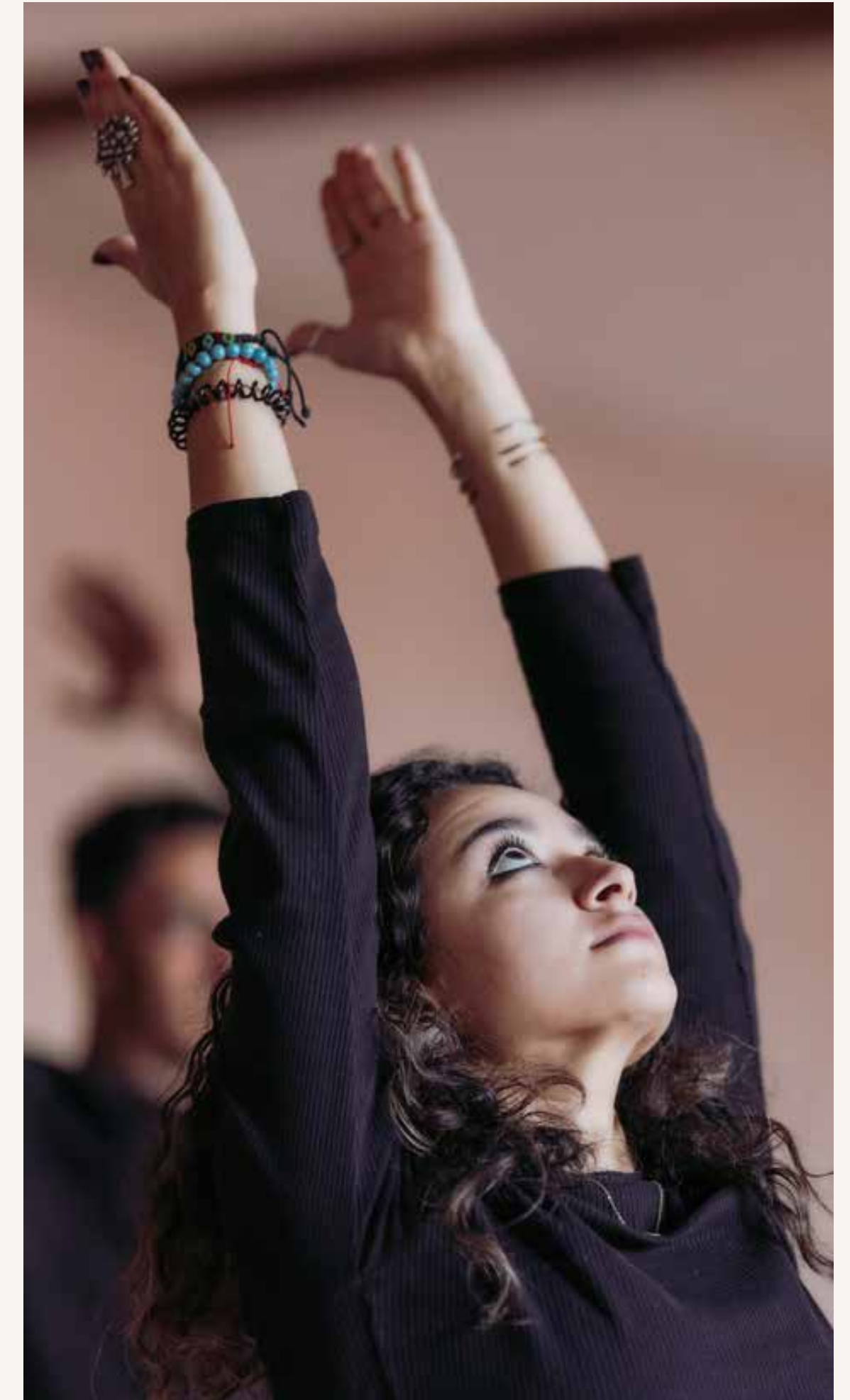
while endurance competitions trained **120 community members** in event organisation and management. These initiatives not only enhance physical fitness, but also foster civic pride and social cohesion within AlUla's communities.

To further build on the resilience and expertise in AlUla's healthcare sector, RCU launched the Nursing Bridging Programme, targeting

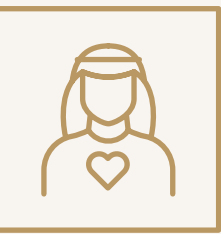
 **100 male and female** nurses from the region

This initiative is part of a broader cooperation agreement with the Ministry of Health, aimed at developing public healthcare facilities and accelerating the health transformation programme. The programme plays a critical role in enhancing the capacity, quality, and sustainability of AlUla's healthcare workforce in alignment with national strategic healthcare objectives.

Through targeted investments, strategic partnerships, and community-driven programmes, RCU is laying the foundation for a resilient and inclusive healthcare ecosystem in AlUla.



Community wellness - Five Senses




Quality of Life


In 2024, RCU made significant strides in enhancing the quality of life for residents and visitors, aligning with the broader objectives of UN SDG 1: *No Poverty*, SDG3: *Good Health and Wellbeing*, SDG 6: *Clean Water and Sanitation*, SDG 8: *Decent Work and Economic Growth*, SDG 9: *Industry, Innovation, and Infrastructure*, and Saudi Vision 2030. These efforts were rooted in a holistic approach that integrated social development, infrastructure upgrades, environmental stewardship, and community engagement.

Robust public safety initiatives and strategic emergency response systems are vital pillars of our community wellbeing, driving resident satisfaction and elevating the overall quality of life. The resident satisfaction level indicator aims to assess local residents' satisfaction by measuring the average resident rating of their quality of living in AlUla in one year, based on resident satisfaction survey on a 1-5 scale. In 2024, this reached an impressive **96%**, surpassing the target of **90%**, reflecting the success of Public Safety, Environment, Security, Fire and Traffic response and support efforts

in addressing all residents' emergencies and needs. Emergencies and queries were handled by the Public Safety HSSE Call Center in collaboration with (911) call center. These efforts are reflected in an improvement in safety indicators, with a

 reduction in car accident fatalities per 1000 inhabitants to be **0.33**

down from 0.74 in 2023, and a **97%** satisfaction rate with safety and security services. This satisfaction rate reflects our solid safety culture demonstrated with

 the number of major crime per 1,000 inhabitants standing at **6.68**

outperforming the target of **21.79**, which strengthens social trust, reduces fear and anxiety, and contributes to an overall increase in wellbeing, safety, and quality of life.

Moreover, RCU conducted daily inspections across AlUla for compliance with regulations, focusing on public services and visual enhancement. In 2024, this included approximately **82,000 visual checkpoints**, and **8,500 food safety inspections** as part of a total of **20,574 municipal inspections** in 2024.



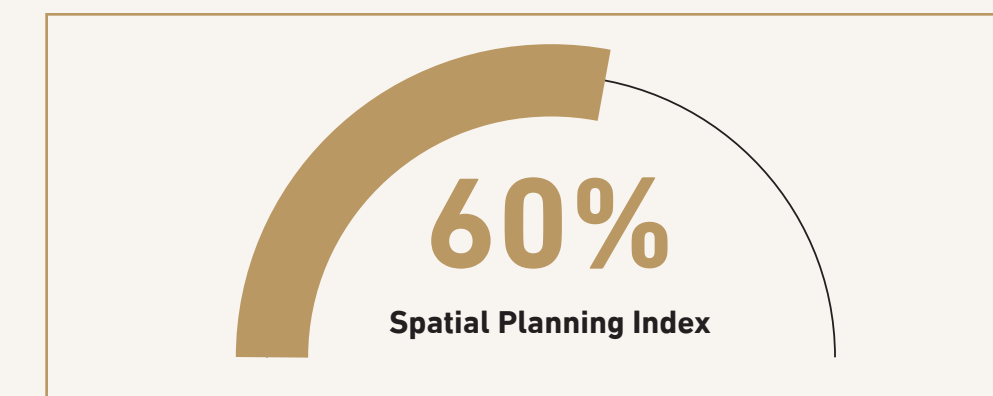
Public safety training



Emergency Response Training

Through the implementation of the Public Services Physical Asset Management Policy, RCU established clear lifecycle standards and compliance protocols, ensuring consistent infrastructure performance across departments and contractors. This policy serves as a foundational control mechanism to maintain the safety, operability, and long-term upkeep of AlUla's public infrastructure.

RCU also focuses on spatial planning for AlUla, as it is essential for guiding the sustainable and efficient development of the region. Accordingly, spatial planning effectiveness and efficiency at AlUla is measured through our Spatial Planning Index, which currently stands at **60%**, maintaining last year's achievement, but falling short of the 65% target. This helps RCU in tracking progress and identifying areas for continued improvements, with this year's performance highlighting the need for additional efforts to meet our target.



RCU KPIs

Resident Satisfaction Level



Number of car accident fatalities per 1,000 inhabitants



Average public & open space per capita



Number of major crime, per 1,000 inhabitants



AlUla spatial planning Index



Length of pedestrian paths per capita

Number of restaurant and coffee shop per 1,000 inhabitants





Community life in AlUla

Through enhanced public space and streamlined event planning, we promote community wellbeing, social connectivity, and a higher quality of life for AlUla residents and visitors. The average public and open space


 per capita is **5.11 km²**,

which provides residents with abundant opportunities for leisure, promotes healthier lifestyles, and strengthens social ties through shared public experiences. We facilitated a dynamic, safe, and secure public event landscape in AlUla by implementing a rigorous review and approval process for temporary activation permits. This framework played a pivotal role in enriching the region's social, cultural, heritage, and hospitality vitality, while upholding stringent safety, health, and fire life safety standards.

Additionally, we imagine a walkable AlUla, where walking pathways for residents are readily available and easily accessible. As such, we are focused on expanding pedestrian paths, with the length of pedestrian paths per capita standing at **0.02 km**. RCU aims to continue to scale up this infrastructure, as expanding pedestrian paths enhances quality of life by promoting active mobility, and fostering safer, more connected communities.

To further enhance livability, RCU implemented a 24/7 eco-friendly pest management programme across AlUla, improving public health and environmental quality. Additionally, standardised processes under the MVP1 and MVP2 initiatives were introduced for city cleaning, pest control, site security, and janitorial services, all of which directly impact the daily quality of life.

By offering

 **2.3 restaurants and coffee shops per 1,000 inhabitants, as per RCU's 2024 target**

AlUla ensures that quality of life is not only measured by essential services but also by the richness of everyday experiences. This balance between practical and leisurely aspects of wellbeing fosters vibrant social interaction, supports local entrepreneurship, and enhances the region's hospitality appeal. Accordingly, we strive to continue expanding culinary and café offerings to create inclusive, culturally resonant spaces that invite relaxation, connection, and community pride.

RCU is committed to enhance the quality of life for AlUla community and tourists, and ensure that AlUla is an attractive place to visit and live.



Sports

Sports and physical activity are integral to AlUla's vision of a vibrant, healthy, and inclusive community. RCU recognises the transformative power of sports in fostering wellbeing, nurturing talent, and strengthening social cohesion. Through a diverse portfolio of programmes and initiatives, RCU is embedding sports into the cultural and developmental fabric of AlUla, in alignment with SDG 3: *Good Health and Wellbeing*, SDG 5: *Gender Equality*, and Saudi Vision 2030's Quality of Life Programme.

RCU's strategic collaboration with Mahd Academy has been one of the many initiatives since the establishment of the Sports Sector that has contributed to fostering the foundation for a robust sports ecosystem in AlUla.

The Tamheed and Takween programmes have upskilled



93 PE teachers

in multisport and anthropometric measurement techniques, enhancing the quality of physical education across schools. These efforts are complemented by the Athletics and Martial Arts initiative, offering



158 students the opportunity to learn martial arts

and certified **29 educators** as Community Athletics Coaches. The athletics initiative culminated in a festival that engaged **200 students** across nine skill stations.

Football, a cornerstone of community engagement, has seen remarkable growth through the Mahd x RCU Football workshops and tournaments, with **88 teachers and community coaches** receiving workshop training,



438 students engaged in tournaments from the fifth to ninth grade



and **540 students** underwent talent identification assessments.

The programme is cultivating a pipeline of future athletes.

The AlUla Female Football Development Programme further advances gender equity through a series of workshops, training and mentorship programmes that culminated in



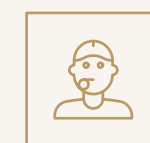
licensing **17 women** as football coaches,

establishing one dedicated female coaching center, and empowering girls **aged 8–15** to pursue sports confidently and nurture future athletes.



Tough Mudder event

The Grassroots Racquet Sports Program champions Tennis & Badminton development, aiming to encourage youth talent and lifelong sports participation. The program



trained **52 PE teachers,**



engaged **1,694 students** across **22 schools,**

and facilitated talent scouting by national federations, embedding racquet sports into AlUla's school curriculum for the first time. The project further provided equipment via the national federations to engaged schools, ensuring sustained incorporation and delivery of racquet sport skills training during physical education curriculum delivery in years to come.

Community-wide initiatives such as the series of AlUla Walking Digital Challenges and Inter-Urban Cycling Track Activation have galvanised public participation in physical activity. The AlUla Walking 'Steps to Health' Challenge, held during the Holy Month of Ramadan,



engaged **3,685 participants,** who collectively walked over **477 million steps**

With a daily step goal of **6,000**, the initiative encouraged active living and community spirit, honoured **23 winners** and conducted a school engagement drive reaching approximately **436 students** and **20 teachers.**

RCU also organised the Arabian Leopard Day Walk, aimed at raising awareness and uniting efforts to support the species.





Moreover,



1,000 bicycles were distributed

as a gift to the community to promote cycling as a sustainable mode of transport and recreation.

RCU's commitment to inclusivity is evident in programmes like the Boccia Activation for Children with Determination and the Breast Cancer Walkathon, which engaged individuals with disabilities and women in health-focused activities. These initiatives foster a sense of belonging and promote equitable access to sports.

Heritage and identity are celebrated through the Heritage Sports Tales Schools Tour, which engaged



over 1,100 students in traditional sports

such as tent pegging, horseback-archery, falconry and camel racing, reinforcing cultural pride and continuity.

Equestrian sports, a strategic priority for AlUla, are being elevated through flagship events like the AlFursan Endurance Cup and the Richard Mille Desert Polo Tournament. In 2024, RCU further solidified AlUla's global sports profile by hosting the Desert Polo event, featuring



24 polo players from around the world



Community sports event - Saudi Tour

including the world's leading player Adolfo Cambiasso and his La Dolfina team, and organising the second edition of the AlUla Camel Cup, the world's most prestigious camel race, with **490 camels** from **12 countries**. RCU also entered the Guinness World Records for the largest prize money in a falcon race through the AlUla Falcons Cup. Programmes such as the Rider Development Programme and Equestrian Tourism Guide Training are nurturing local talent and building capacity for sustained growth in the sector.

The sports infrastructure in AlUla has seen significant advancements. The AlFursan Equestrian Village was enhanced with capacity and services



enabling a stable with 430 stalls

and other new equestrian assets, while the AlUla Club Academy Development Centre (Phase 1 - Admin Building, multi-use sports hall and 1 green field) was completed and the remaining phases are being further constructed by the AlUla Sports Club. RCU also designated land within AlUla for neighbourhood playgrounds, improving access to sports for the community. These developments are part of a broader



Community sports event - AlFursan

vision to establish AlUla as a premier destination for talent development and elite sports.

AlUla Sports Club, a key player in AlUla's sports integration and expansion, achieved major milestones in 2024. Its football, basketball, and volleyball teams were promoted to higher leagues, and the women's football team entered the Premier League. The club also launched Saudi Arabia's first commercial clay tennis court, secured a commercial agreement with a commercial clay tennis Club in Jeddah, and began construction of its Sports Academy. With 46 medals won at the Saudi Games



the Club achieved second place at the Clubs level and third place in the overall ranking, showcasing its commitment to excellence and competitive spirit. Participation in the E-Sports World Cup further highlights the Club's diverse athletic engagement.

The Club also plays a strategic role in supporting RCU's broader development goals by promoting athletic excellence and sustainability within the community. It enhances local pride and participation by encouraging healthy lifestyles and contributing to cultural and social development through sport.



AlUla Sports Club's identity is deeply rooted in the region's natural heritage. Its emblem features the Arabian leopard, symbolising its commitment to environmental conservation and social responsibility. This reflects the club's role in raising awareness and contributing to the protection of endangered species native to AlUla.

AlUla Sports Club expanded its athletic offerings to include

 **15 different sports during 2023/2024 season and 19 during 2024/2025 season**

surpassing its original target for 2028 - 2029. This rapid growth reflects the club's ambition to become a national leader in multi-sport development and community engagement.

The club also operates four geographically distributed community sports complexes, known as "community fields", which serve various neighborhoods across AlUla. These facilities currently support **around 300 active participants** under the guidance of **10 locally trained coaches and administrators**. They host regular training programmes and community events, reinforcing RCU's goal of making sports accessible to all.

As part of AlUla's global participation and sustainability advocacy, we sponsored Team AlUla in

the E1 Racing Series. Championed by LeBron James, Team AlUla won fourth place in the Monaco E1 race.

As the tenth team to join the series, Team AlUla represents RCU's commitment to environmental stewardship, given E1's mission to raise awareness around marine conservation. By partnering with a high-profile team and leveraging celebrity influence, this sponsorship serves as a platform to spotlight AlUla's broader sustainability efforts, from wildlife protection to quality of life through sports, on an international stage.

Finally, the construction of AlUla's first full-fledged gym reflects RCU's commitment to environmental sustainability. Designed with thermal insulation, energy-efficient lighting, and water-saving systems, the facility exemplifies sustainable infrastructure that supports community health.

Together, these initiatives reflect RCU's holistic approach to sports as a driver of social, economic, cultural and environmental sustainability, building a healthier, more active, and more connected AlUla for generations to come.



AlUla Sports Club Shines at Saudi Games



Championing women in sports



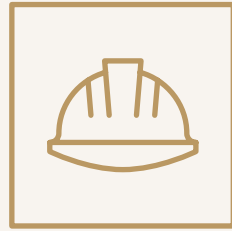
Camel Cup



Desert Blaze



Lebron James with Team AlUla's E1 Boat - Monaco



Worker Safety

We are advancing a culture of safety and wellbeing excellence through a comprehensive and proactive approach to occupational health and safety. Aligned with SDG 3: *Good Health and Wellbeing*, SDG 8: *Decent Work and Economic Growth*, ISO 45001 and ISO 14001 standards, Saudi Vision 2030, and Economic Growth, and the National Transformation Program, RCU's Health, Safety, and Environment (HSE) Management System is designed to protect its workforce, contractors, and stakeholders while fostering operational excellence.

The HSE Management System applies to all RCU employees, contractors, and third-party service providers across all operational environments, including offices, construction sites, heritage zones, and remote field locations. Moreover, all RCU employees receive comprehensive HSE training, as part of their induction trainings.

Our approach begins with governance. The HSE Commitment Statement defines our dedication to HSE, sets a strong framework, and engages all levels of the organisation and our partners in meeting our HSE Management System requirements. This policy is supported



Safety measures at construction sites

by a robust documentation and reporting ecosystem, including a HSSE handbook, and five core standards*

A B C D E

each addressing a distinct dimension of safety and sustainability. These standards are embedded into daily operations, guiding how teams communicate, train, respond to emergencies, and manage risks.



Emergency response drills



GRI Disclosures

GRI 403-1 Occupational health and safety management system

GRI 403-2 Hazard identification, risk assessment, and incident investigation

GRI 403-3 Occupational health services

GRI 403-4 Worker participation, consultation, and communication on occupational health and safety

GRI 403-5 Worker training on occupational health and safety

GRI 403-6 Promotion of worker health

GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

GRI 403-8 Workers covered by an occupational health and safety management system

GRI 403-9 Work-related injuries

GRI 403-10 Work-related ill health

*Please check the following page detailing our five core standards



A

Standard A, focused on HSE Management, sets the foundation. It governs everything from how safety information is communicated and how training is delivered, to how contractors are inducted and how emergency preparedness is executed. It includes protocols for incident reporting, audits, and inspections, and ensures that every change in the work environment is managed with safety in mind.

We use structured processes to identify work-related hazards and assess risks on both routine and non-routine bases. These include documented risk assessments, inspections, and management of change. The hierarchy of controls is used to assess hazards and implement effective measures to eliminate or reduce them to As Low As Reasonably Practicable (ALARP).

The quality of these processes is supported through continuous competency-based training, internal inspections and audits, and engagement programmes. These mechanisms ensure that those responsible for hazard identification and risk management are qualified and that processes are consistently applied.

Our commitment to the continuous improvement of the HSE Management System is driven by feedback obtained through regular engagement with employees and workers, along with findings from observations, inspections, and incident investigations. Furthermore, stakeholder engagement is used as a key tool to refine processes, update standards, and enhance overall system performance. RCU maintains distinct reporting channels for all types of incidents, enabling swift escalation and resolution through its digital incident management system.

B

Health and wellbeing are addressed through Standard B, which takes a holistic view of occupational health. It covers mental health, fatigue, ergonomics, and infectious disease management, while also recognising the cultural context of AlUla, such as adapting working hours during Ramadan. Worker welfare facilities are designed to support both comfort and dignity, and health surveillance programmes ensure early detection and intervention for potential occupational health risks.

Occupational health services at RCU contribute to hazard identification and risk minimisation through health screening, mental health support, and infection disease management. These services are delivered by qualified professionals and are accessible to all workers.

C

Standard C expands the safety net to general operations. It includes mechanical and electrical safety, fire and gas protocols, and travel risk management. It also addresses everyday common hazards like slips, trips, and falls, and more complex issues such as workplace violence and lone worker safety.

D

For high-risk activities, Standard D provides rigorous controls needed to execute these tasks safely with a laser focus on workers' competency, equipment certification, risk management and a robust oversight approach. All high risk operations, such as confined space entry, demolition, electrical work, and lifting operations are governed by strict processes. Each activity is assessed for risk, and mitigation strategies are applied using the hierarchy of controls framework.

As per our HSE Management System, we investigate all work-related incidents using a structured process. This includes root cause analysis, hazard identification, and risk assessment. Corrective actions are determined using the hierarchy of controls framework and tracked through a digital incident management system.

E

Environmental compliance is addressed through Standard E, which emphasises regulatory compliance in key environmental domains such air, water, waste, soil and noise management, and the evaluation of environmental aspects and impacts. It supports proactive enforcement and oversight of environmental management practices to ensure alignment with national and international regulations.



RCU's occupational health and safety standards apply to all contractors as well, who are required comply with its HSE requirements. Risks associated with outsourced operations are identified during their selection, onboarding and managed through audits, inspections, and joint HSE planning and oversight approach. Our contractors follow protocols aligned with HSE standards, which mandates oversight and ensures timely communication of safety information. HSE systems and facilities are regularly assessed to maintain operational excellence standards.

Our performance monitoring system ties all these elements together. We utilise online tools to track incidents, work permits, and risk assessments. This platform enhances transparency and enables data-driven decision-making. HSE metrics are continuously reviewed, and corrective actions are implemented swiftly and effectively to eliminate recurrence.

In 2024, RCU recorded

 **zero** high-consequence work-related injuries among employees

 The Total Reportable Case Frequency Rate (TRCFR) is **zero**

 and the Lost Time Injury Frequency Rate (LTIFR) is also **zero**

There were **zero** fatalities, and **zero** recordable cases of work-related ill health among employees. These outcomes reflect the effectiveness of RCU's proactive safety culture and rigorous operational controls.

RCU aims to enhance the community awareness in AlUla on safety culture and emergency preparedness. This is achieved through community engagement, sector-specific training, strengthened leadership and incident command, multi-sector collaboration, and increased participation and reach through training and creating a long-term safety culture.




Emergency awareness workshop - Dar Tantora - The House Hotel

In 2024, we developed the RCU HSE Management System (HSEMS), aligned with ISO 45001 and ISO 14001, prioritising public safety and emergency preparedness. The system introduced

 **75** HSE standards.

RCU's Public Safety Department conducted **64 HSE site inspections** and **44 risk assessments** to ensure that regulatory compliance, operational safety, and risk control are consistently maintained at the highest standards.

 A total of **22** emergency awareness workshops and **two** invited talks

were conducted for school principals, students, security officers, corporate employees, and external communities. Key sessions included education-focused workshops, corporate and security training, community engagement lectures for the NWC (**500 participants**), and specialised leadership and incident command training. This initiative aimed to enhance emergency preparedness and safety awareness across various sectors. These emergency awareness activities support sustainability by fostering a resilient, prepared, and safety-conscious community across multiple sectors.

Workforce engagement is central to RCU's success. Through consultation mechanisms and HSE committees, our employees and contractors contribute to the development and evaluation of HSE practices. Training programmes are tailored to specific roles and risks, and a reward system recognises those who exemplify safety leadership.

Contractor safety is treated with equal importance. All third-party providers are required to comply with RCU's HSE standards, and their performance is monitored through audits and inspections. Induction programmes ensure alignment from day one, and ongoing training reinforces expectations.

RCU's integrated HSE approach is a cornerstone of its commitment to safeguarding people and the environment. By aligning strategic foresight with rigorous on-the-ground execution, it drives a culture of safety, operational resilience, and long-term sustainable development.



Pollution

We have begun intensifying our efforts to reduce the different forms of pollution to enhance the quality of life in AlUla. These initiatives are aligned with the UN SDGs, particularly SDG 3: *Good Health and Wellbeing*, SDG 6: *Clean Water and Sanitation*, SDG 11: *Sustainable Cities and Communities*, SDG 12: *Responsible Consumption and Production*, and SDG 13: *Climate Action*, as well as Saudi Vision 2030 and the Saudi Green Initiative.

RCU has taken significant steps to reduce light pollution and preserve AlUla's natural night skies. Through the AlUla Governorate Outdoor Lighting Improvement Project, traditional lighting units were replaced with energy-efficient LED lights,



resulting in a **4% improvement** in sky quality;

Night Sky Preservation Through Our Manara Initiative

To further support this vision, AlUla Manara Dark Sky Preservation Policies are being developed for launch by Q4 2025 with the aim to establish a framework for sustainable night sky conservation. Aligned with Dark Sky International (DSI) guidelines and national environmental strategies, the initiative integrates environmental preservation, tourism growth, and scientific research to position AlUla as a premier astro-tourism destination.

An Astrotourism Policy has been developed, which entails two key sub-policies:

01

Dark Sky Policy Application and Compliance Controls

02

Adventure, Camping & Experience Solo/Vendor Application and Compliance Controls



International Dark Sky Park Certification

To minimise environmental pollution across AlUla, RCU has embedded comprehensive measures into all projects and masterplans. Strategic Environmental Assessments (SEA) and Environmental and Social Impact Assessments (ESIA) are required to identify, evaluate, and mitigate potential impacts at both strategic and project levels. Each assessment includes a detailed environmental report that strengthens decision-making and ensures alignment with national regulations and RCU's sustainability requirements.

These measures extend to construction sites, where Construction Waste Management Plans (CWMPs) are implemented to reduce waste, encourage segregation, and control dust and emissions—ensuring cleaner operations and

compliance with environmental standards. To further prevent soil and groundwater contamination, RCU applies secondary containment measures for potential sources, supported by rigorous monitoring and compliance inspections.

Furthermore, RCU has established four dedicated agricultural waste management facilities, designed to eliminate soil, water, and air pollution while reducing associated carbon emissions. Collectively, these measures reinforce RCU's commitment to pollution prevention, sustainable resource management, and resilient urban development.





Social Advancement

We are committed to building a resilient, inclusive, and opportunity-rich society by addressing the root causes of poverty, expanding access to essential services, and fostering a culture of equity. In alignment with UN SDG 1: *No Poverty*, UN SDG 4: *Quality Education*, UN SDG 8: *Decent Work and Economic Growth*, and UN SDG 11: *Sustainable Cities and Communities*, and the pillars of Saudi Vision 2030, RCU's social advancement strategy is designed to uplift individuals and strengthen the social fabric of AlUla.

Through targeted investments in job creation, inclusive education, municipal service modernisation, and diversity and inclusion, RCU is enabling long-term, community-wide transformation. These efforts are supported by strategic partnerships, digital innovation, and community engagement programmes that ensure "no one is left behind".



AlUla Citrus Season



Poverty Reduction

Poverty is a multidimensional challenge that intersects with education, employment, and access to essential services. In AlUla, RCU addresses poverty through a holistic strategy that empowers individuals and communities by expanding access to education, creating jobs, and fostering entrepreneurship. These efforts align with UN SDG 1: *No Poverty*, UN SDG 4: *Quality Education*, and UN SDG 8: *Decent Work and Economic Growth*. They also support the three pillars of Saudi Vision 2030: a vibrant society, a thriving economy, and an ambitious nation, reinforcing RCU's commitment to building a resilient and inclusive local economy.

In 2024, the average monthly income in AlUla rose to **SAR 8,037**, exceeding RCU's target by **28%**

driven by job creation across tourism, agriculture, and the creative industries.

These gains reflect the success of targeted initiatives such as the AlUla Scholarship Programme, which supported 300 new students, and the launch of the FERRANDI Paris Campus AlUla, which began training **100 students** in hospitality and culinary arts.

RCU also supported the growth of MSMEs, with

 **628 MSMEs** active for three years or more

surpassing the 2024 target of **544**. Through the "Vibes AlUla" initiative, **285** local participants developed **21 entrepreneurial prototypes**, while the Film Industry Incubator aimed to establish **24 new creative enterprises**. In addition, the percentage of spend on local suppliers reached **88%**, reinforcing RCU's commitment to economic inclusion and sustainability and enhancing the quality of life for locals.



HAMMAYAH programme

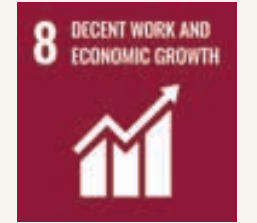


HAMMAYAH programme

حماية -HAMMAYAH

Furthermore, the "HAMMAYAH" Programme delivered **222 hours** of training in language and skills to nearly **1,900 participants** across AlUla, Tayma, and Khaybar. In parallel, the launch of the Social Rehabilitation Centre and the expansion of healthcare services, including the Nursing Bridging Programme for **100 local nurses**, demonstrate RCU's commitment to inclusive development.

By integrating education, employment, and enterprise development, RCU is laying the foundation for long-term poverty alleviation in AlUla. These initiatives not only uplift individuals but also strengthen the social fabric of the community, ensuring that AlUla's transformation is both sustainable and equitable.



RCU KPIs

Average monthly income per capita





Access to Social and Municipal Services

In 2024, RCU achieved significant milestones in the public and municipal services, reinforcing its commitment to transform AlUla into a livable, inclusive, and sustainable destination. We advanced a comprehensive suite of initiatives to modernise infrastructure, enhance service delivery, and improve community wellbeing. These efforts align with UN SDG 3: *Good Health and Wellbeing*, UN SDG 6: *Clean Water and Sanitation*, UN SDG 11: *Sustainable Cities and Communities*, and UN SDG 13: *Climate Action*, as well as the Quality of Life Programme under Saudi Vision 2030.

Our deployment of the Enterprise Asset Management System (EAMS) in Al Mahash and Al Manshiyah districts marked a leap in infrastructure intelligence. Powered by IBM Maximo, the system enabled predictive maintenance, asset visibility, and lifecycle optimisation, ensuring reliable, efficient, and sustainable public services. This was reinforced by the Public Services Physical Asset Management Policy, which standardised asset registration, condition assessments, and third-party oversight. **Over 50 Business Processes** were implemented across janitorial services, pest control, waste collection, and traffic management, institutionalising operational excellence.

As part of its digital transformation journey, RCU also made notable progress in automating

municipal services. The percentage of automated county services increased from



31% in 2023 to **35.68%** in 2024

marking a **4.68 percentage point improvement**. This advancement reflects RCU's commitment to streamlining service delivery, reducing administrative burdens, and enhancing user experience for residents and businesses alike. By embedding smart systems and digital workflows, RCU is laying the groundwork for a more agile, responsive, and citizen-centric public service model.



AlUla Public Library - AlJadidah

To improve nighttime visibility, RCU implemented the Outdoor Lighting Optimisation Project



which replaced **8,650** luminaires with Dark Sky-compliant LEDs.

Environmental services were elevated through a county-wide Solid Waste Management Programme, integrating door-to-door collection, source segregation, and smart monitoring. These efforts minimised illegal dumping, improved hygiene, and supported circular economy practices. The Integrated

Pest Management Programme introduced 24/7 monitoring and eco-friendly control methods, safeguarding public health and preserving biodiversity.

Through these integrated efforts, RCU is redefining access to social and municipal services in AlUla, ensuring that infrastructure development, environmental stewardship, and community wellbeing go hand in hand.



GRI Disclosures

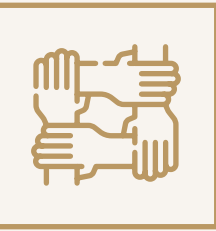
GRI 2-6 Activities, value chain and other business relationships



RCU KPIs

Percentage of automated county services



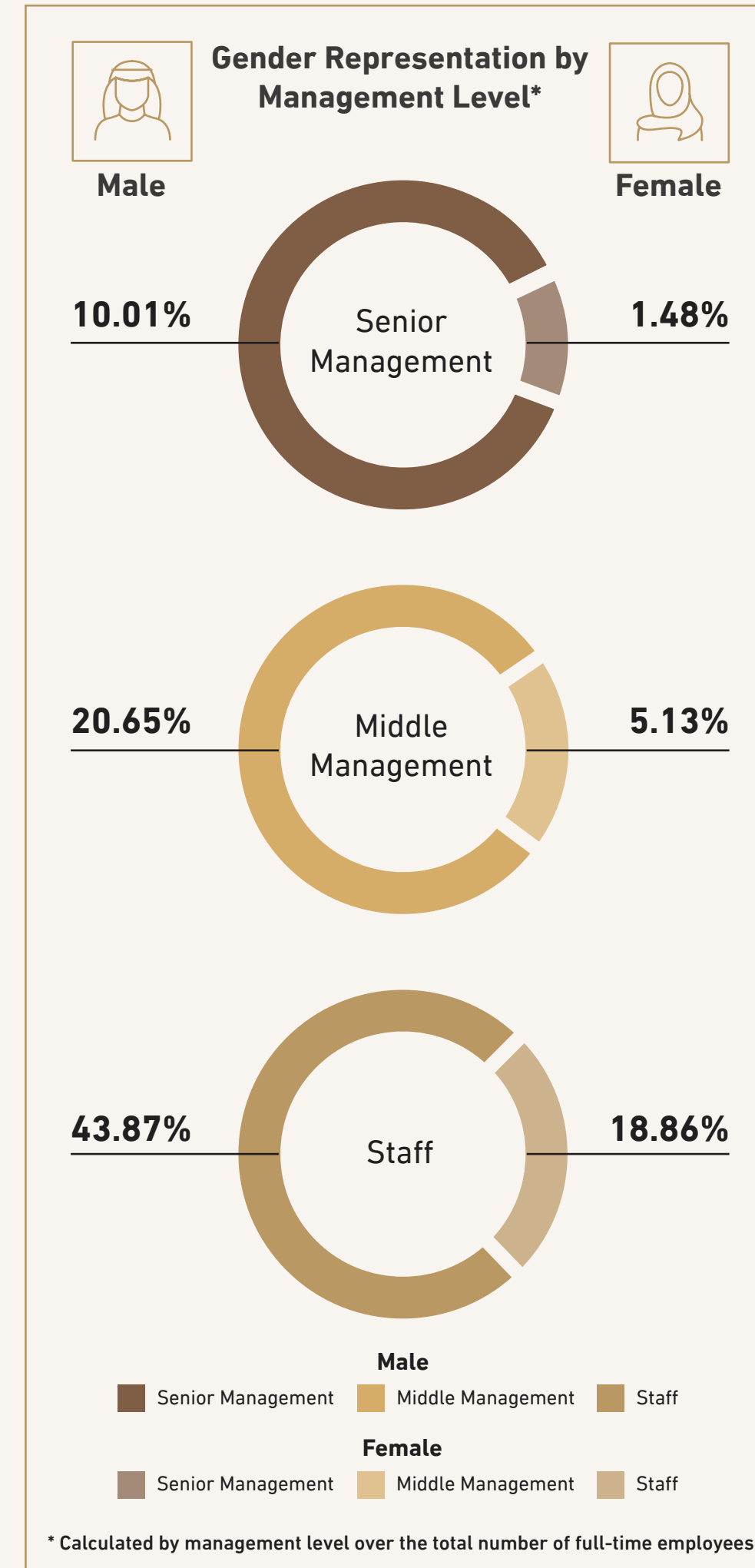
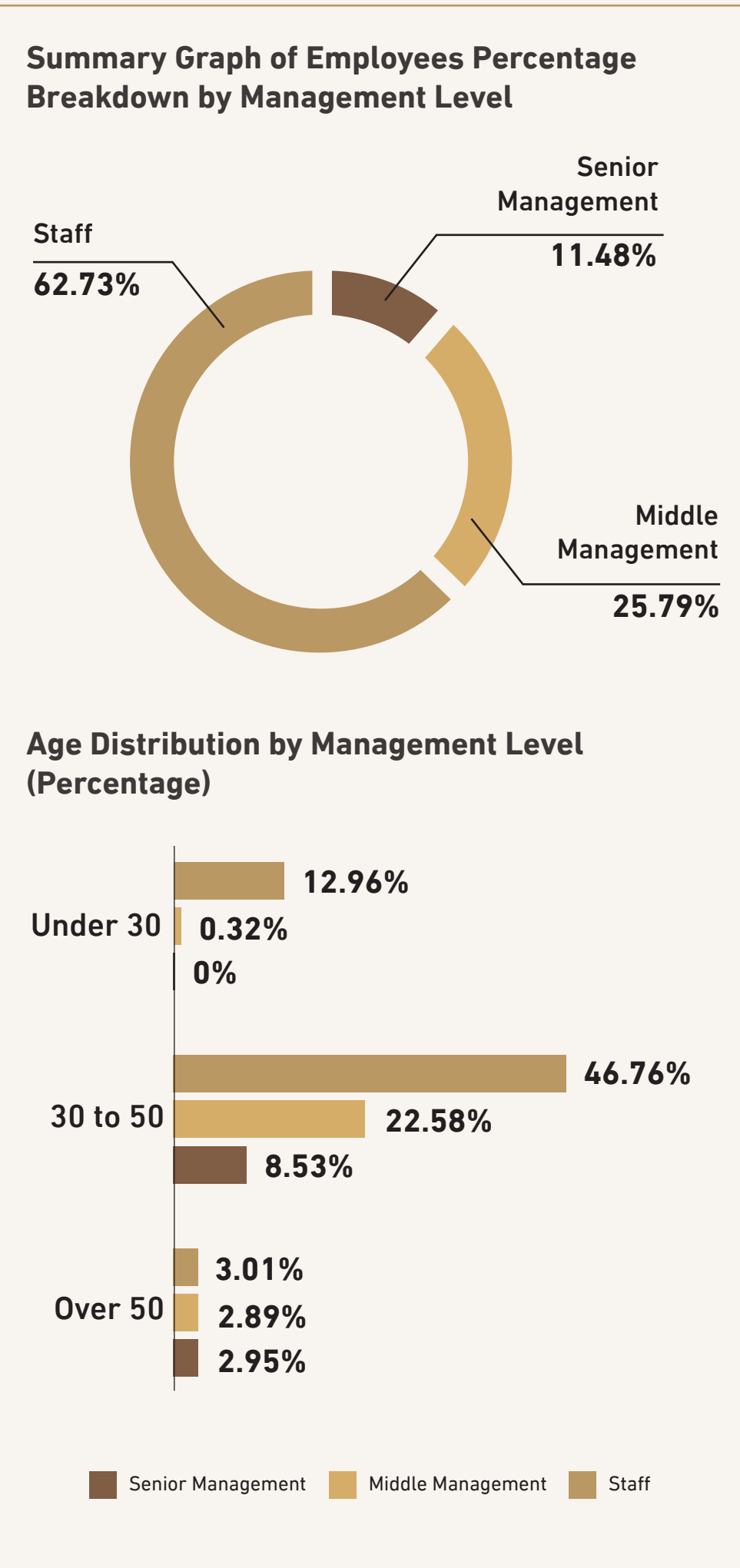


Diversity & Inclusion

In line with UN SDG 5: *Gender Equality*, and Saudi Vision 2030, our vision for AlUla is one where every individual, regardless of age, gender, or nationality, can contribute, grow, and thrive. This is reflected in the organisation's approach to talent management, leadership development, and community engagement. RCU's governance model emphasises equity, transparency, and the empowerment of employees, ensuring that diversity and inclusion are not just aspirations, but lived realities.

RCU's workforce is a vibrant mosaic of backgrounds, experiences, and perspectives, with diversity actively managed across age, gender, and nationality at every organisational level.

Younger employees in staff roles help us build a talent pipeline that can be developed into future leadership. Meanwhile, the concentration of more experienced professionals in management roles reflects our strategy of leveraging expertise for decision-making and stability.



We track gender distribution across three organisation levels: Senior Management, Middle Management, and Staff. RCU is actively working toward improving gender diversity, particularly at the entry and mid-levels. The relatively higher percentage of women in staff roles indicates a growing pipeline of female talent. This aligns with broader diversity and inclusion goals, aiming to create a more balanced and equitable workplace over time.



RCU Annual Gathering 2024 "Together we Grow"



GRI Disclosures

GRI 405-1
Diversity of governance bodies and employees





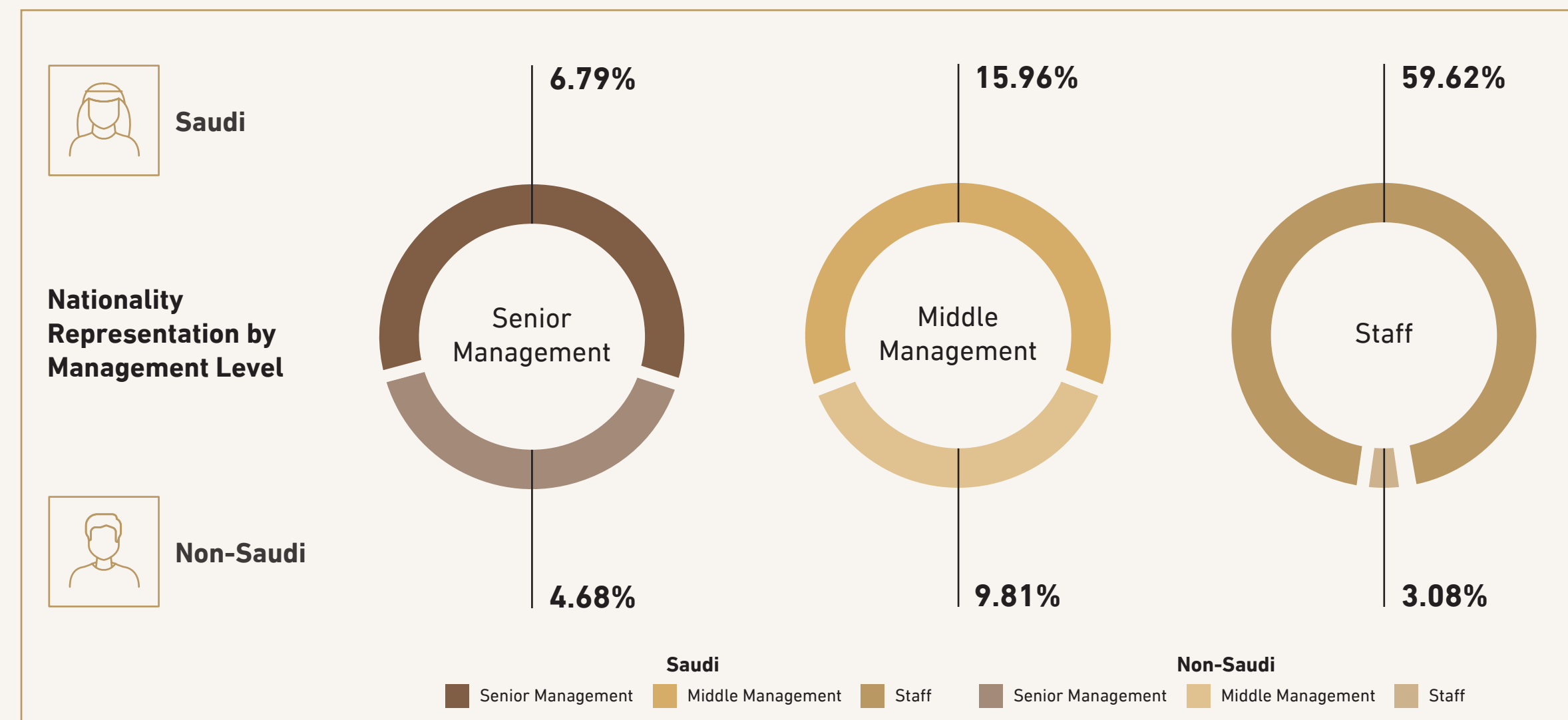
Dadan Visitor Centre representative

The graph below shows the distribution of Saudi and Non-Saudi employees across the same three levels. Saudi nationals dominate staff roles (59.62%) and hold a significant share of middle management (15.96%) and senior management (6.79%) while Non-Saudis are less presented in staff roles (3.08%) middle management (9.81%) and senior management (4.68%) roles. Percentage of Non-Saudi individuals within the organisation's overall leadership amounts to (14.50%).

RCU aims to prioritise national workforce development, especially at the operational level, in line with localisation initiatives. The presence of Non-Saudis in leadership roles highlights our strategy of leveraging international expertise while simultaneously building

local capacity. RCU's goal is a balanced leadership structure that supports both global standards and national employment objectives.

We also offer different types of working contracts as per business needs and offer flexibility to the working force to choose the working conditions most suitable for them. These are divided between full-time and part-time contracts and permanent and temporary contracts.

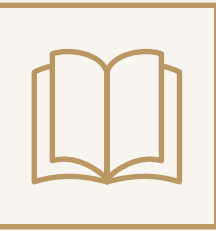


Contract Type	Number of Employees
Permanent	1,559
Temporary	46

Employment Type	Number of Employees
Full-time	1,559
Part-time	24

RCU's strategic objectives explicitly include improving readiness of youth to enter the labor market, increasing women's participation, and enabling the integration of people with disabilities.

RCU was honored with three distinguished accolades at the Project Management Office (PMO) Global Awards, organised by the Global Alliance of PMOs in collaboration with the Project Management Institute (PMI), recognising it as the world's best PMO in the categories of communication and stakeholder engagement, strategic alignment, and diversity and inclusion.



Inclusive Education

In alignment with UN SDG3: *Quality education* and Saudi Vision 2030, our commitment to human capability development is not just a pillar of our strategic vision, it is a lived reality shaping the future of AlUla. In 2024, this commitment translated into a dynamic portfolio of training and upskilling programmes that empowered a great number of residents, equipped them with future-ready skills, and embedded a culture of lifelong learning across the region.

The year marked a significant milestone in RCU's journey, with

4,983 residents graduating from general training programmes

an increase from **2,894** in 2023, showing an overall of **58%** increase, while **5,893** individuals completed advanced upskilling tracks, an increase from **4,811** in 2023.

These figures are more than numbers; they represent lives transformed, ambitions realised, and a community steadily rising to meet the demands of a diversified, knowledge-driven economy.

The AlUla Institute of Languages serves as a gateway for AlUla's local young residents to engage with global cultures. Operated by EF and AFAS, the institute enhances the linguistic and cognitive capabilities of its participants, empowering them to communicate effectively with AlUla's international visitors. Since its launch on November 1, 2022, the institute has offered structured language training in English and French, with a minimum registration period of six weeks. As of now, it has

successfully enrolled 2,493 residents

contributing meaningfully to AlUla's inclusive and globally connected educational landscape.

These efforts were further amplified through the Hammayah Programme, a multi-phase community engagement initiative that trained

over 4,700 youth across AlUla and Khaybar

Delivered in three phases by Talad, PRO4, and Maximus, the programme targeted residents **aged 18 to 35** and empowered them to become ambassadors for AlUla's cultural, historical, and natural heritage. The third phase alone, concluded in 2024, benefited **1,877 individuals** across AlUla, Tayma, and Khaybar, and included **222 hours** of training and **15 forums and hackathons**.

Complementing these local efforts was the AlUla Scholarship Programme, which launched its fourth phase in 2024, targeting **300 new students**. Since inception, the programme has awarded **727 scholarships** and celebrated the graduation of **124 students**. A new Arabian Leopard Scholarship Programme was also introduced, supporting **50 students** in conservation-related disciplines. To strengthen global academic partnerships, RCU hosted the Campus France Forum, welcoming **over 15** French universities and language institutes.



Vibes AlUla Accelerator Program



GRI Disclosures

GRI 404-2 Employee skills

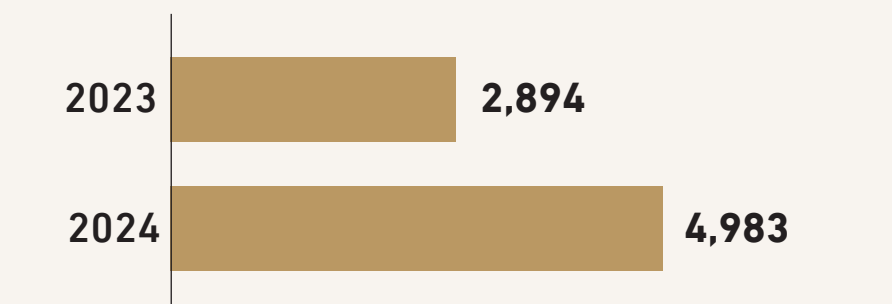
RCU KPIs

Number of graduated residents from Alula training programmes

Number of residents graduated from AlUla advanced upskilling programs



The number of graduated residents from Alula training program



Number of residents graduated from AlUla advanced upskilling programs





To further align training with labor market needs, RCU signed seven strategic agreements with national institutions including HRDF, TVTC, SRB Academy, Taibah University, the Saudi Electronic University, Colleges of Excellence, and the National eLearning Centre. These partnerships enabled the launch of railway maintenance training programmes, the development of technical college curricula, the licensing of AlUla Academy programmes, and the implementation of joint digital learning initiatives.

Entrepreneurship and innovation were also catalysed through the "Opportunity" initiative under Vibes AlUla, which hosted three hackathons and two training camps, benefiting **285 participants** and resulting in **21 business prototypes**. The Film Industry Incubator, another Vibes AlUla initiative, was launched to establish **24 local SMEs** and build a creative supply chain for AlUla's growing film sector. In total, **39 community events** were held to raise awareness of economic opportunities and entrepreneurial pathways.

Together, these programmes delivered



over **6,960 hours** of training

and reflect RCU's unwavering belief that people are the most valuable asset in AlUla's journey toward sustainable prosperity. Each initiative was more than a course, it was a catalyst for transformation, a bridge to opportunity, and a testament to RCU's vision of a thriving, inclusive, and resilient AlUla.

The programmes achieved a **99.5% graduation rate** for advanced upskilling and exceeded targets for general training.

Looking ahead, RCU plans to expand sector-specific tracks in green economy, AI, and sustainable agriculture, integrate job placement services, and enhance impact tracking through digital dashboards and alumni networks.



Upskilling session for AlUla's youth



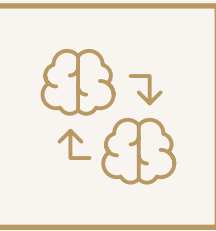
Skills & Excellence

We are investing in our people as the foundation of AlUla's long-term success by building a culture of learning, capability, and workforce resilience that empowers individuals and strengthens the region's competitiveness. In alignment with UN SDG 4: *Quality Education*, UN SDG 8: *Decent Work and Economic Growth*, and UN SDG 9: *Industry, Innovation and Infrastructure*, as well as Saudi Vision 2030, RCU's approach to skills and excellence is designed to unlock human potential at every level.

Through inclusive training programmes, institutional knowledge transfer, and strategic workforce planning, RCU is equipping both employees and residents with the tools to thrive in a dynamic, knowledge-driven economy. These efforts are supported by strong governance, national partnerships, and a commitment to continuous improvement.



Awarding high-performing employees at RCU Annual Gathering 2024 "Together we Grow"



Knowledge Transfer & Upskilling (Talent Management)

In line with UN SDG 4: *Quality Education*, UN SDG 8: *Decent Work and Economic Growth*, and Saudi Vision 2030, we are committed to building a culture of learning and capability that extends far beyond our own workforce. Our approach ensures that upskilling is not limited to employees, but is woven into the fabric of AlUla's development. From institutional training for staff to sector-specific programmes for residents, artisans, farmers, healthcare workers, and young people, the focus is on creating a region where everyone can learn, grow, and contribute.

RCU has invested heavily in institutional training to ensure its staff are equipped with the latest knowledge and best practices. Over **120 training workshops** for policy preparation and more than **300 guidance sessions** for

policy review were organised for RCU staff, fostering a culture of continuous improvement and governance excellence. As a result of our intense focus on talent management and upskilling employee engagement score has increased



from **77%** in 2023 to **81%** in 2024

This score reflects our growing efforts to provide employees with holistic development and growth opportunities. RCU is enhancing local talent by broadening opportunities for advanced learning and career growth, targeting both its internal workforce and the broader community. This effort reflects a long-term investment in knowledge, skills, and inclusive development.

Sector-Specific Training:

Hospitality and tourism: RCU has partnered with leading institutions to offer specialised programs in areas such as tourism management, hospitality, and culinary arts. These initiatives are designed to prepare local talent to excel and lead in AlUla's rapidly growing visitor economy.

Healthcare: Targeted programs like the Nursing Bridging Program are accelerating the development of healthcare professionals, ensuring that AlUla's health sector is equipped with skilled practitioners ready to support the region's transformation and growing needs.

Agriculture: A wide range of workshops, field days, and technical support sessions are available to farmers and productive families. These programs focus on modern agricultural practices, environmental stewardship, and capacity building, reaching not only those working the land but also students and families interested in sustainable agriculture. The Agriculture Center has collected more than **5,000 farmer** profiles and initiated regular training programs on good agricultural practices.

Vocational and Technical Training:

RCU, in partnership with Human Resources Development Fund (HRDF), the Technical and Vocational Training Corporation, and other national bodies, established programs for railway line maintenance and operation, preparing a new generation of technicians for the labor market. The Technical College and Industrial Institute in AlUla have also updated their curricula to align with the region's strategic direction and evolving labor market needs.



GRI Disclosures

GRI 404-2 Employee skills

RCU KPIs

Employee Engagement Level



Participant taking notes during a workshop

Entrepreneurship and Innovation:

RCU's initiatives such as hackathons, business accelerators, and innovation bootcamps empower residents to develop entrepreneurial skills, launch new ventures, and contribute to AlUla's economic diversification.

Arts, Culture, and Heritage Training:

Madrasat Addeera, AlUla's arts and design centre, has become a hub for creative upskilling—offering training for local artisans and artists, and hosting public workshops that revive traditional crafts and foster new artistic expression.

The AlUla Music Hub provides music education, workshops, and vocational training, nurturing local talent and enriching the region's cultural life.

RCU, in partnership with Saudi ICOMOS, has delivered specialised heritage conservation training for architecture students, ensuring that the next generation is equipped to preserve AlUla's unique legacy.

Our commitment to knowledge transfer and talent management is central to AlUla's transformation, building a resilient, inclusive, and future-ready community that can realise the ambitions of Vision 2030.



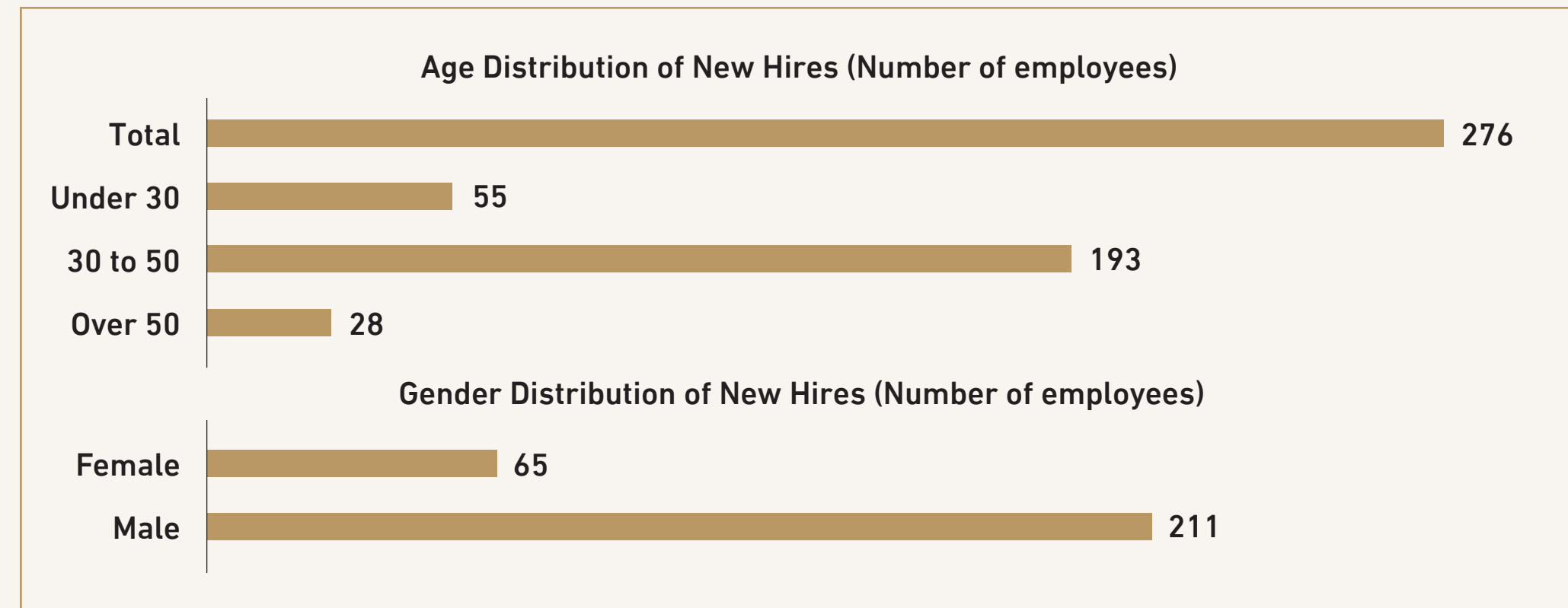
Upskilling workshop



Labour Conditions

Workforce stability is an essential element of RCU's development and continuity, with the employee retention rate rising from **90%** in 2023 to **91%** in 2024. This improvement reflects a sustained commitment to cultivating a supportive and engaging work environment, aligned with broader goals of economic resilience and social sustainability.

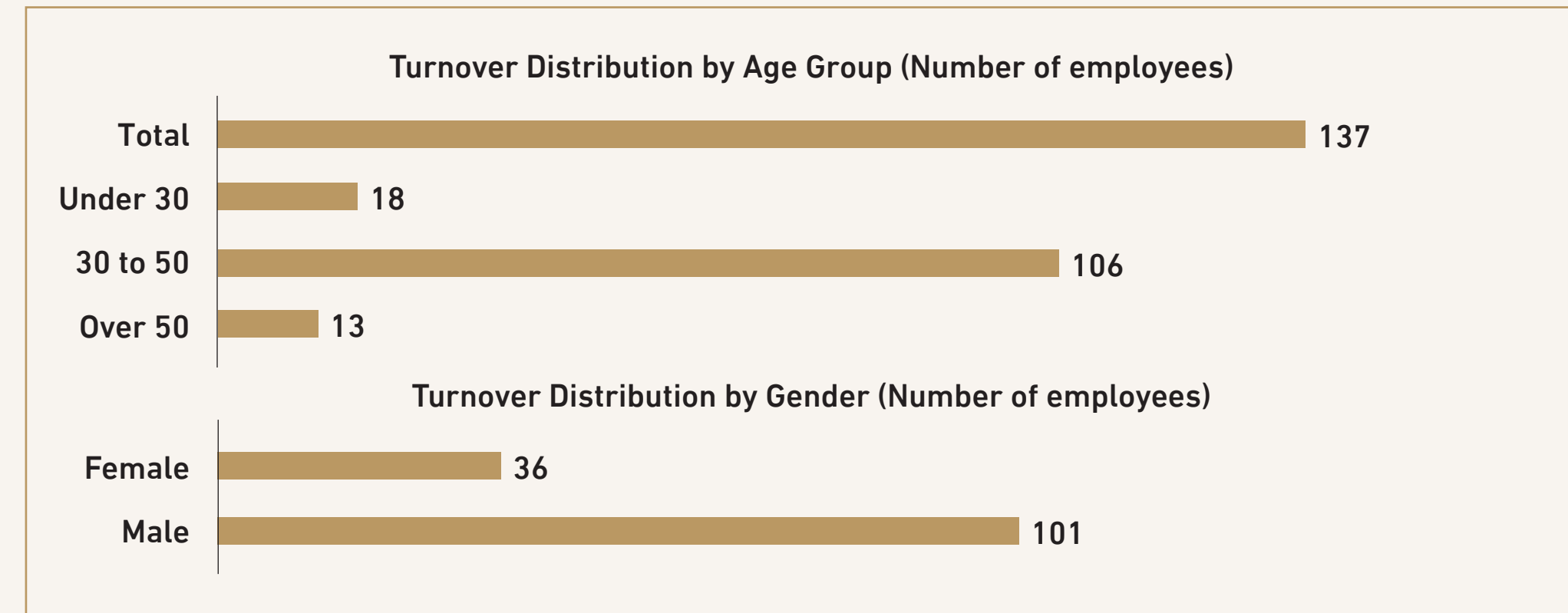
During the reporting period, RCU achieved **98%** of its planned full-time employee hiring target, with **267 new employees** joining the workforce, demonstrating strong alignment between workforce planning and execution. The new employees represented a demographic breakdown that reflects both generational diversity and gender inclusion:



RCU is investing in a multi-generational workforce, with a strong emphasis on hiring individuals in the **30–50 age range**, likely for their experience and readiness to contribute immediately. The presence of younger hires (**19.9%**) indicates a commitment to talent development and succession planning, while the inclusion of older professionals reflects a respect for seasoned expertise and diversity of thought.

While male hires dominate the intake, the inclusion of **65 female employees (23.6%)** demonstrates the RCU's ongoing efforts toward gender inclusion. This hiring trend supports the broader goal of building a more balanced and inclusive workforce, especially if these female hires are nurtured into leadership and technical roles over time.

This hiring pattern demonstrates RCU's focus on attracting mid-career professionals while also investing in youth employment and maintaining opportunities for more experienced workers.



However, workforce inflow was tempered by **137** employee departures, resulting in a turnover rate of **9.14%**. Of those who exited:



RCU Annual Gathering for 2024 "Together We Grow"



GRI Disclosures

- GRI 2-8 Workers who are not employees
- GRI 401-1 New employee hires
- GRI 401-2 Benefits to employees
- GRI 401-3 Parental Leave

RCU KPIs

- Employee retention rate
- Percentage of FTEs hired vs planned amount in RCU



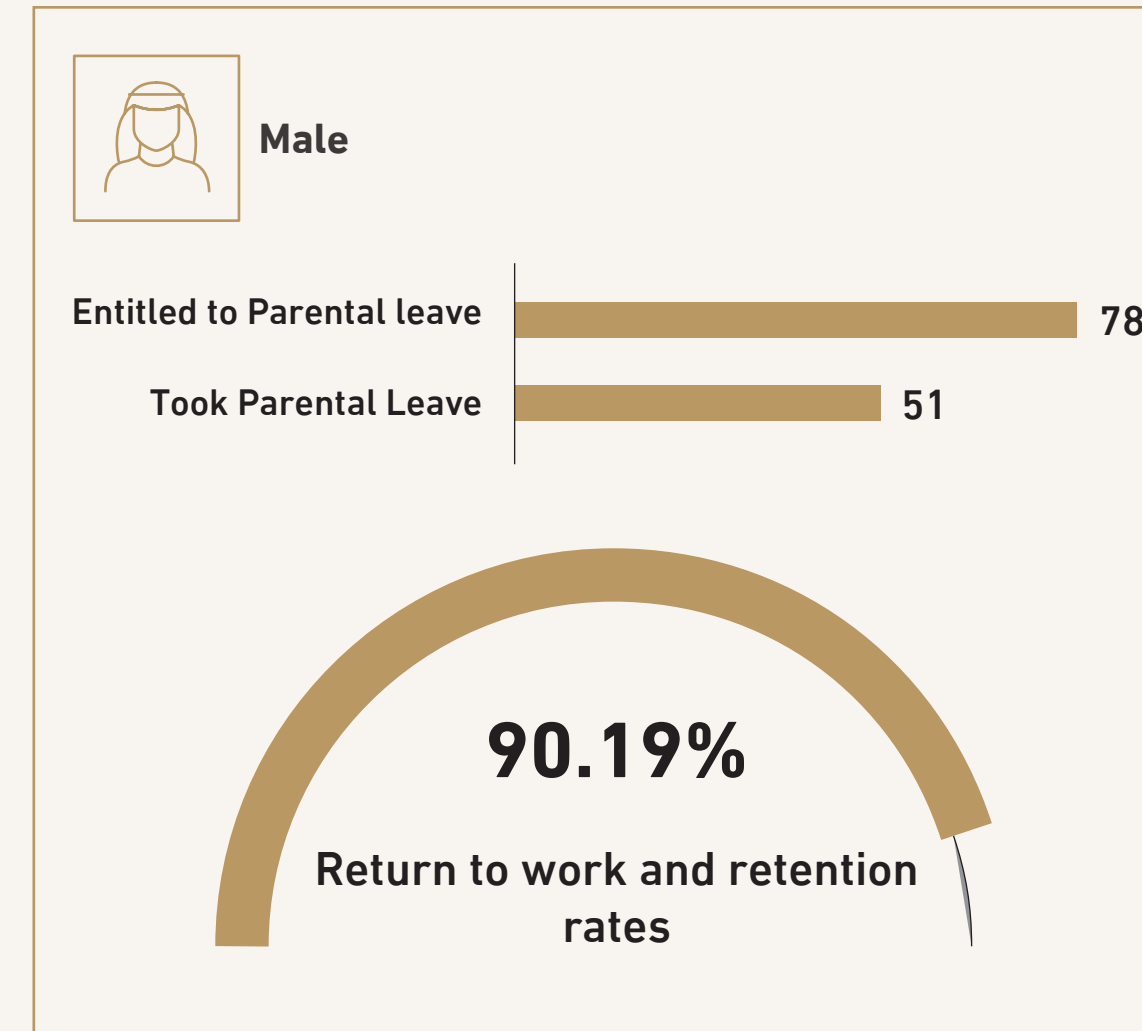
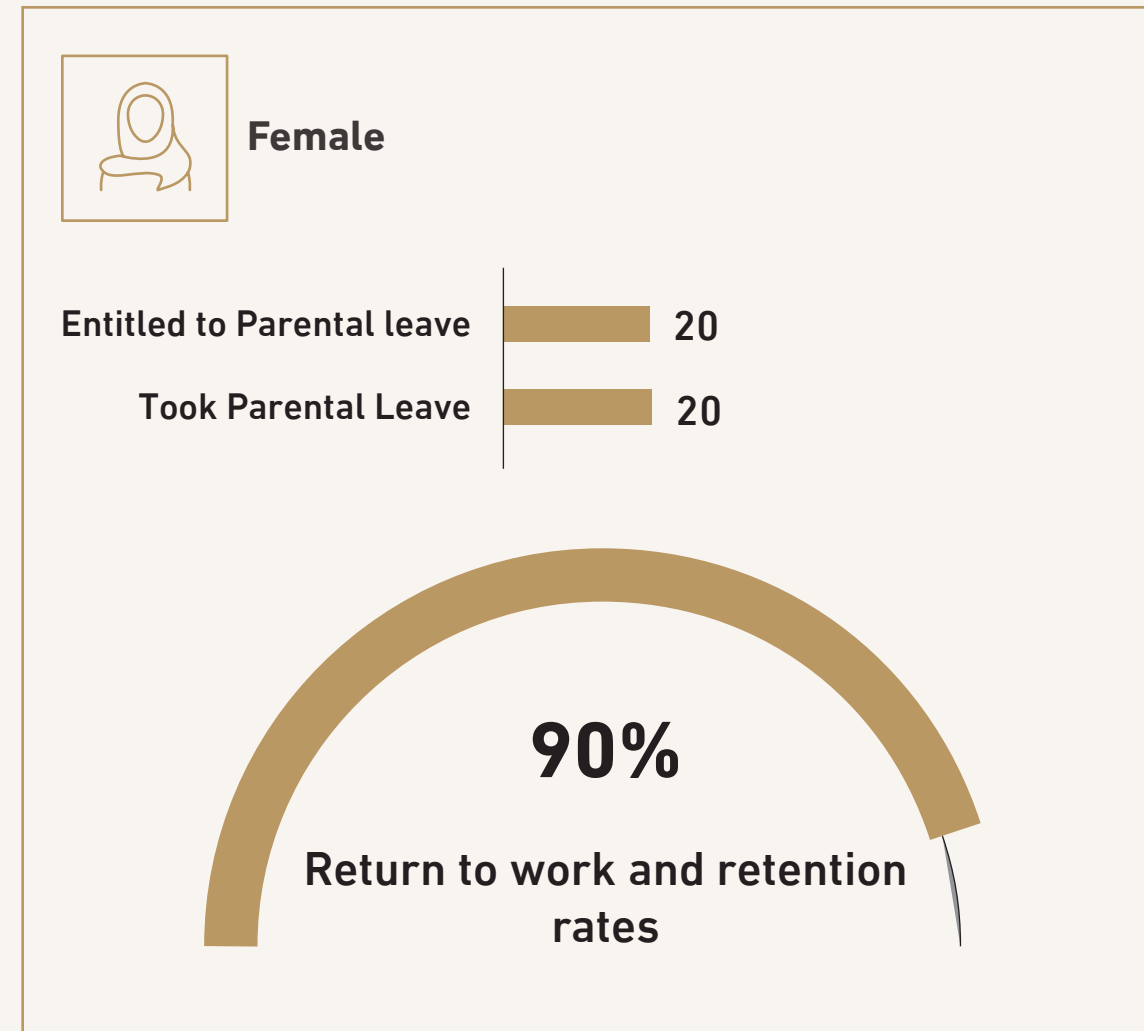
Labour conditions in AlUla during 2024 illustrate the complex balance between economic ambition and operational constraints. The tourism sector, a key pillar of AlUla's strategic vision,

 created **2,169 jobs**

falling short of the **2,500 target** due to budgetary limitations that reduced seasonal hiring. This shortfall highlights the vulnerability of temporary employment to fiscal pressures and reinforces the need for more resilient workforce planning.

In response, the Destination Marketing & Management (DMM) team is executing a strategic plan to activate shoulder seasons and introduce year-round initiatives. These efforts aim to stabilise employment patterns and ensure long-term job sustainability in tourism, a sector central to AlUla's economic trajectory.

RCU's commitment to employee wellbeing is also evident in our parental leave policies. In 2024, RCU demonstrated strong support for parental leave, especially for women. The following graphs summarises parental leave activity for male and female employees, including eligibility, participation, return rates, and retention after **12 months** from taking the parental leave:



These high return and retention rates reflect a strong reintegration framework and a workplace culture that supports work-life balance. To foster and maintain a healthy working environment and optimum labour conditions, our employee benefits for full-time employees include healthcare, paid leave, and retirement contributions. As a testament to our continuous efforts, RCU received the Best Place to Work certification from the Best Places to Work organisation, which is internationally recognised for assessing workplace environments.

By addressing both sector-specific and systemic employment challenges, AlUla is laying the groundwork for a more inclusive and resilient labour market, one that not only supports Vision 2030 and the region's long-term development goals, but also ensures that the region's workforce is equipped to thrive in a dynamic economic landscape.



RCU employees - Winter Park Visitor Centre



Engagement and Cooperation

We are building a culture of trust, transparency, and shared purpose by deepening engagement with communities, expanding access to information, and strengthening international partnerships. In alignment with the UN SDGs, particularly SDG 11: *Sustainable Cities and Communities*, SDG 16: *Peace, Justice and Strong Institutions*, and Saudi Vision 2030, RCU's approach to engagement and cooperation is rooted in inclusivity, responsiveness, and global collaboration.

Through community events, digital platforms, and cross-border partnerships, RCU is ensuring that AlUla's transformation is shaped by its people and informed by global best practices. These efforts are designed to empower residents, amplify local voices, and position AlUla as a model for participatory and sustainable development.



Foundation Day celebration



Community Engagement

Community engagement is a foundational pillar of AlUla's transformation. In 2024, we expanded our efforts to foster a sense of belonging, participation, and shared purpose across the region. Our initiatives were designed not only to connect people but to empower them, ensuring that every resident, visitor, and stakeholder plays an active role in shaping AlUla's future.

We hosted **44 calendar events** this year, marking a substantial increase compared to last year's total of **19**. Resident satisfaction rose to **96%**, with **97%** expressing confidence in safety and security services.

Satisfaction with local regulations reached 99%

reflecting the strength of our governance and responsiveness. We activated **103 attractions** and delivered **28 environmental and community engagement initiatives** that achieved measurable outcomes.

Cultural engagement was driven through platforms like the AlUla Design Award and the AlUla Future Culture Summit, which welcomed **220 attendees** from **21 countries**. The Athar Project drew

over 1,100 visitors

to public art workshops, while seasonal

celebrations such as Eid and Foundation Day brought communities together through shared traditions and public festivities. Community engagement workshops also informed the design of the Central AlUla Regeneration Project, ensuring local voices shaped future urban development.

Environmental stewardship was embedded in our outreach. A cornerstone initiative, the Saon AlUla campaign, reached a great number of people through schools, social media, and newsletters. The "Conscious Generosity" campaign during Ramadan promoted mindful consumption, while school visits to composting facilities and the development of educational materials helped embed sustainability values early. We collected **3,228 tons** of waste through the Nature Reserve Cleanup initiative and trained **30 local champions** to lead environmental outreach.

Our digital platforms amplified these efforts, generating

over 1.5 million impressions

163,210 video views

Social engagement reached 54,242 interactions



Citrus Season

with a **3.6%** engagement rate. Comments increased by **221%**, shares rose by **12%**, and video views grew by **182%** compared to the previous year.

These community-focused efforts were complemented by a broad spectrum of initiatives across education, arts, sustainability, sports, and entrepreneurship.

Environmental campaigns mobilised **over 5,000 participants** in reforestation and awareness activities. Sports programmes reached **over 3,600 participants** through walking challenges, school tournaments, and talent development. Entrepreneurship was fostered through hackathons, incubators, and accelerators, resulting in dozens of new startups and job opportunities.

In AlUla, the community is not just watching it grow, they are helping to build it.



GRI Disclosures

GRI 413-1 Operations with local community engagement, impact assessments, and development programmes

RCU KPIs

Number of Calendar Events

Resident Satisfaction Level with the Safety and security services

Satisfaction level with local regulations

Number of attractions activated

Number of environmental and community engagement initiatives that have achieved outcomes



International Cooperation

RCU's international partnerships continue to play a pivotal role in shaping AlUla's transformation into a globally recognised destination for culture, heritage, and sustainable development. In 2024, these collaborations deepened across multiple continents, reinforcing AlUla's position as a hub for intercultural dialogue and innovation.

One of the most comprehensive and evolving partnerships is with France, established through a 10-year intergovernmental agreement signed in 2018. This collaboration began with knowledge exchange and capacity-building through partnerships with institutions like the Louvre, Centre Pompidou, and Université Paris 1 Panthéon-Sorbonne, focusing on exhibitions, environmental education, and heritage monitoring.

In 2024, this partnership expanded significantly. The French private sector secured over



€1.25 billion in contracts

for iconic projects like the AlUla Tramway and Sharaan Resort, while the French Agency for AlUla Development (AFALULA) received



a cumulative investment of **€236 million**

Cultural cooperation intensified, with **over 130 archaeologists** participating in excavations and six major cultural programmes launched, including international exhibitions and equestrian heritage initiatives. More than **6,000 AlUla community members** were trained through Saudi-French scholarship and vocational programmes, and **51 students** from AlUla received scholarships to study in France.

Our enduring partnership with France highlights the power of sustained international engagement, demonstrating how long-term cooperation fosters mutual learning, cultural exchange, and shared innovation across sectors.

RCU has partnered with the Ministry of Culture to promote cultural exchange and heritage preservation. Highlights include the graduation of students from the Conservation and

Restoration Programme, participation in Milan Design Week and the Venice Biennale, and exhibitions in collaboration with the National Archaeological Museum of Naples. These initiatives have showcased AlUla's creative vision to thousands of international visitors and fostered knowledge exchange in sustainable tourism and cultural management.

RCU's growing relationship with China has also yielded significant outcomes. The "AlUla, Wonder of Arabia" exhibition in Beijing attracted over **200,000 visitors**, while new agreements with the Henan Cultural Heritage Administration and the Dunhuang Academy have laid the groundwork for long-term cultural cooperation. RCU also became a founding member of the International Tourism Alliance of Silk Road Cities, strengthening AlUla's global tourism footprint.



International cooperation events - Banyan Tree Dinner



International cooperation events - Banyan Tree Dinner

Through its strategic alliance with UNESCO, RCU is advancing the protection and interpretation of World Heritage sites. Joint workshops, educational visits, and upcoming exhibitions, such as the one planned for the Venice Biennale 2025, are helping to position AlUla as a global hub for cultural innovation. This partnership emphasises inclusive growth, youth empowerment, and the role of heritage as a global public good.

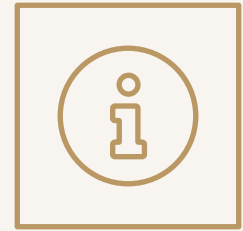
These international collaborations are not only enhancing AlUla's global visibility but also embedding best practices in sustainability, education, and cultural preservation. They reflect RCU's commitment to building bridges across borders and ensuring that AlUla's development is informed by global expertise and shared values.



GRI Disclosures

GRI 2-28 Membership of associations






Access to Information

In alignment with UN SDG 16: *Peace, Justice, and Strong Institutions*, and Saudi Vision 2030, RCU continued on its engagement and cooperation efforts.

Access to information is an important element of RCU's ongoing engagement and cooperation efforts. In 2024, RCU significantly expanded its efforts to ensure that residents, visitors, researchers, and global partners could access timely, accurate, and meaningful information about AlUla's transformation.


RCU launched and enhanced several digital platforms to improve public access to data and services. The Open Data Portal was

 expanded by over **60%** compared to 2023

offering a broader range of datasets to support transparency and informed decision-making. In total, **25 open datasets and products** were published in 2024, up from **16** in 2023, reflecting a steady increase in data availability and public access to institutional knowledge.

Complementing this, the Data Analytics Hub was introduced to provide strategic insights and performance metrics, while the launch of the Data and Analytics Culture Awareness Survey helped prepare stakeholders for the National Data Index (NDI) implementation.

Subsequently, RCU has successfully strengthened access to information by enhancing digital tools and advancing data capabilities across AlUla. In 2024, user satisfaction with

 digital tools and services rose to **90%**, up from **82%** in 2023

reflecting a positive response to our efforts. Meanwhile, the overall data maturity level

 increased from **3** to **3.45**

signaling progress in data governance, integration, and analytics. Together, these figures demonstrate that RCU's ongoing efforts to enhance access to information for stakeholders are gradually yielding results.

To further institutionalise transparency, RCU achieved ISO 37120 and ISO 37122 certifications for sustainable and smart cities, respectively. These certifications verify our commitment to data-driven governance and international best practices. Additionally, the launch of the Public Policy Radar provided a forward-looking roadmap of regulatory priorities, enabling stakeholders to anticipate and engage with upcoming policy developments.



RCU employee



GRI Disclosures

GRI 2-29 Approach to stakeholder engagement



RCU KPIs

Number of published open datasets and product

Level of satisfaction with digital tools and services

Overall AlUla and RCU data maturity level



A child enjoying a book - AlUla Public Library

RCU also prioritised public education and cultural literacy. The AlUla Public Library was activated as a hub for community learning and cultural preservation. Educational materials were developed and distributed to schools, and awareness campaigns were launched across digital and physical channels, including newsletters, social media, and YouTube, to promote sustainability, heritage, and civic engagement. In the cultural domain, RCU produced and disseminated a wide range of publications, including the "AlUla Old Town" book and the "Oasis of Stories" anthology, which were made available in hotels and cultural venues. These efforts were complemented by the production of video content, photo archives, and case studies that documented AlUla's transformation and made it accessible to a global audience.

RCU's commitment to transparency also extended to performance reporting. Last year, we published our first Sustainability Report, marking a major milestone in institutional accountability. Building on this foundation, RCU is continuing these efforts in 2024 with the aim of maintaining consistency in publishing sustainability data and reinforcing its role as a transparent and responsible steward of AlUla's development.

Together, these initiatives reflect RCU's belief that access to information is not merely a technical function, it is a strategic enabler of trust, participation, and sustainable development.

By embedding transparency into its operations and communications, RCU is ensuring that AlUla's transformation is not only visible but also understood, shared, and shaped by its people.



Cultural books - AlUla Public Library



06

Preserving Heritage, Inspiring Identity



Preserving Heritage, Inspiring Identity

Our ambition is to transform AlUla into a living museum where heritage is actively celebrated, contributing to cultural continuity, community engagement, and global recognition. AlUla's breathtaking landscapes and deep-rooted history tell a story that deserves global attention. With traditions and ways of life still evident in the community today, AlUla embodies a vibrant cultural legacy **spanning thousands of years**.

RCU is committed to the activation, preservation, and conservation of this legacy, recognising that sustainable development is inseparable from responsible heritage stewardship, both tangible and intangible. This includes protecting heritage sites, safeguarding cultural and natural collections, and promoting inclusive cultural education.



Heritage Conservation

We are dedicated to protecting AlUla's rich cultural heritage through careful and targeted conservation efforts which safeguard both tangible and intangible assets. In alignment with AlUla and RCU's Strategic Objective: Enriching the cultural heritage with arts and heritage sports, RCU invests in research and documentation, promotes effective community engagement, and develops international partnerships to protect AlUla's archaeological, architectural,

and cultural legacy. These initiatives ensure that AlUla's heritage remains a living testament to its historical significance while supporting sustainable tourism and global cultural dialogue. In 2024, RCU achieved notable progress, including the restoration of heritage buildings, documentation of intangible cultural practices, and the development of conservation frameworks that guide future preservation efforts.



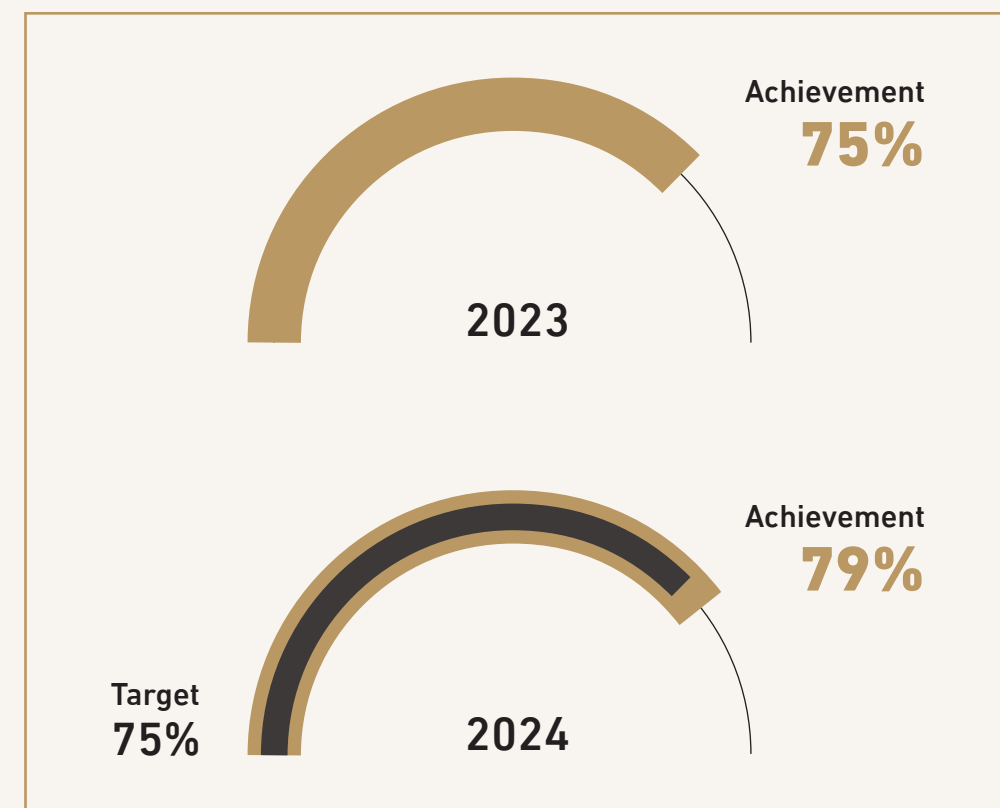
Visitor Centre - Hegra



Tangible Heritage Conservation

The conservation of AlUla's tangible heritage encompassing archaeological sites, historical buildings, and movable artefacts forms the basis of RCU's sustainability efforts for culture preservation. In alignment with SDG 11: *Sustainable Cities and Communities*, UNESCO: Sustainable Management of Heritage, and Saudi Vision 2030, RCU continued to surpass expectations across several key areas, demonstrating meaningful purpose.

The Heritage Sustainability Index, which measures the implementation of corporate policies on heritage protection, achieved a score of **79%** in 2024, exceeding the target of **75%** and improving upon the 2023 score of **75%**. This advancement reflects our robust efforts in heritage conservation, and community engagement.



Similarly, the number of immovable heritage assets with conditions assessment and conservation plans grew



from **25** in 2023 to **27** in 2024, narrowly missing the target of **28**

Phase 3 of the conservation strategy witnessed completed assessments for immovable heritage in the Old Town and Oasis restoration, reinforcing RCU's systematic approach to safeguarding AlUla's archaeological and



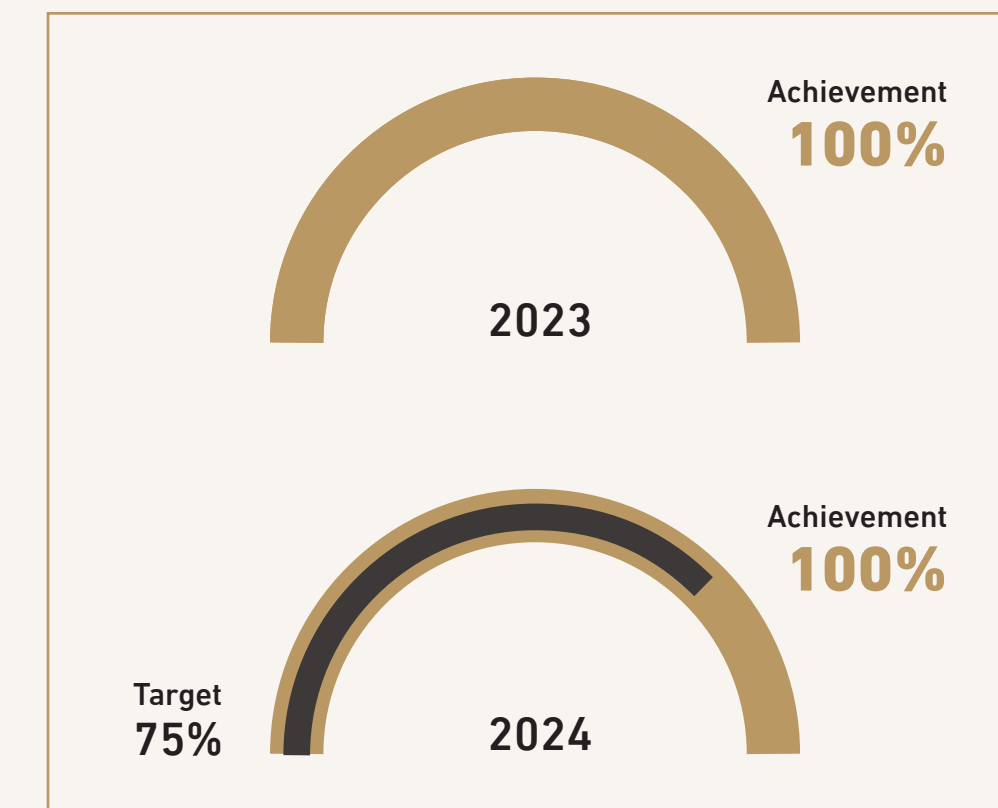
Lion tombs - Dadan

historical structures. While progress is evident, continued focus will help close the gap to meet future targets.

RCU made significant strides in 2024 toward strengthening heritage site protection through the development and approval of Heritage Management Plans. Four plans were successfully approved this year, for Hegra, Dadan, Old Town, and the Oasis Heritage Trail, marking a substantial advancement from one in 2023. These plans are crafted in alignment

with RCU's vision and UNESCO's heritage conservation framework, ensuring long-term stewardship of AlUla's cultural assets. While plans for Ikamah and Wadi AlNaam are still in progress, the growing number of approved plans and the comprehensive protection of **25 major monuments**, including the Hegra Conservation and Archaeological Project, reflect RCU's proactive approach to heritage management and its commitment to preserving AlUla's legacy.

AlUla's heritage sites maintained a **100%** compliance rate with conventions and guidelines in 2024, consistent with 2023 and surpassing the target of **75%**. This steadfast adherence to international standards underscores our unwavering dedication to safeguarding AlUla's cultural treasures.



RCU KPIs

Heritage Sustainability index

Number of immovable key heritage with clear condition assessments and/or conservation plans

Number of heritage/archaeological sites with Management Plan

Heritage Sites Compliance Rate with conventions and guidelines

Number of accessioned items in the collection management system

Number of movable art and heritage assets with a condition assessment

Number of heritage conservation and safeguarding activities



RCU delivered notable achievements in the preservation and management of movable heritage assets. The number of accessioned items in the Collections Management System rose from **18,100** in 2023 to **26,617** in 2024, exceeding the target of **22,500** and achieving **118%**. This included **21,405 object records**, **2,304 library records**, and **28,559 digital assets**, enriching AlUla's cultural inventory. Likewise, the number of movable art and heritage assets with condition assessments soared from **10,000** in 2023 to **50,777** in 2024, significantly surpassing the target of **10,500**. These leaps reflect our rigorous efforts to document and preserve AlUla's artefacts.



Building on this momentum, RCU implemented focused enhancements to improve preservation environments. The introduction of the Telemetric Environmental Monitoring System (TEMS), along with upgrades in humidity and temperature control at Gallery Storage, marked a transformative step towards long-term

conservation practices. In parallel, RCU also conducted **six heritage** conservation and safeguarding activities in 2024. These efforts included partnerships with organisations like ICOMOS, which strengthened heritage impact assessments and community awareness through scientific lectures. Despite challenges in coordinating multi-site activities, planned initiatives for Hegra Well, Tel Saq, and the Old Town are poised to drive further progress.



Nabatean inscriptions - Jabal Ikamah

Our tangible heritage conservation efforts protect AlUla's physical cultural assets, including archaeological sites, historic buildings, and artifacts. These initiatives employ cutting-edge technologies, rigorous scientific analysis, and sustainable practices to ensure long-term preservation while enhancing visitor experiences and supporting tourism development.



Hegra khuremat

RCU mapped and analysed approximately **4,000 hectares** of the AlUla Cultural Oasis to create a detailed archaeological map.



AlUla Cultural Oasis

This initiative examined the oasis's emergence, spatial organisation, and human adaptation to environmental constraints, such as water scarcity. Through archaeological mapping, spatial analysis, water archaeology, architectural analysis, and artifact analysis, RCU identified heritage sites and landmarks for preservation. The comprehensive mapping supports sustainable land use and contributes to regenerating AlUla's natural landscape, aligning with RCU's environmental goals.



Tomb of Lihyan, Son of Kuza - Hegra

To further support the continuity of the AlUla Cultural Oasis, RCU organised engagement and training programs for farmers in AlUla. These capacity-building efforts aim to enhance local agricultural knowledge, introduce sustainable practices, and support the participation of the local population in the regeneration of the AlUla's Cultural Oasis.

In efforts to preserve the Region's heritage, RCU restored a historic steam engine from AlUla Station, preserving an iconic piece of industrial heritage and early railway infrastructure. The train was dismantled, repainted in collaboration with colour experts, and reassembled for display in "The Chedi Hegra" hotel restaurant. This project enhances the cultural narrative of AlUla's industrial past while enriching the visitor experience at a key tourism destination, supporting both heritage preservation and economic growth.

We also developed a sustainable preservation strategy for the archaeological site of Qurh (AlMabiyat), which was an early Islamic city, including a hydrological study, feature inventory, and preservation measures for exposed and unexposed architecture. A temporary solution stabilised the city's remaining wall, and exposed pits were refilled with sanitised sand for long-term protection. Detailed surface and geophysical surveys mapped subsurface features, while excavations uncovered a mosque and other significant architecture. In partnership with the German Archaeological Institute (DAI), RCU's efforts enhance Qurh's value as a cultural asset and support global archaeological research.

In collaboration with the French Agency for AlUla Development (AFALULA), RCU expanded the archaeological assessment of Khaybar through

multidisciplinary research. The project mapped and dated ancient sites, studied water management, and created 3D models of heritage architecture. Key discoveries in 2024 included a rare Neolithic animal head statue from c. 7200 BCE and the publication of an article in Archaeological Science Reports. These efforts protect Khaybar's sites and support cultural tourism, aligning with our vision for sustainable heritage development.

We conducted a comprehensive condition assessment and conservation plan for Hegra's excavated areas, including geological and hydrological studies, rock mechanic tests, and laboratory analyses. The digitised Site Condition Assessment Mapping system enhances data accessibility, while training for Archaeology, Collections and Conservation (ACC) apprentices builds local conservation capacity. The resulting conservation

plan prioritises urgent interventions, ensuring Hegra's long-term stability as a UNESCO World Heritage Site and a cornerstone of AlUla's cultural identity.

RCU also developed a conservation plan for Hegra's



143 tombs and stone features

using 3D scanning, geographic information system (GIS) database, and environmental monitoring. Field and laboratory tests have informed consolidation treatments and mortar development. Capacity building and training for the RCU Conservation Taskforce is embedded in the project, as well as public outreach via social media platforms and the hegraconservation.com website. The project's communication strategy amplified global awareness, reinforcing Hegra's status as a cultural landmark.



AlUla Cultural Oasis



Established and implemented a data-driven conservation methodology for Old Town's wall paintings, designed for ongoing refinement through continuous research and field updates. Developed a GIS database covering



2,000 m² of wall paintings, mapping materials, techniques, and decorative motifs

Multispectral and scientific analyses identified pigments and binders, directly shaping a targeted conservation approach. Completed condition assessments and reports for approximately **4,000 m²**, and executed conservation treatments on nearly **2,000 m²**. These efforts secure AlUla's mural heritage, strengthen Old Town's cultural identity, and advance its revitalisation as a destination of historical and artistic value.

Further efforts to preserve our heritage included producing detailed 3D models of Khuraybah Mountain and Ikmaah using drone flights and advanced data processing. Deliverables, including 3D and GIS data, textured meshes, and digital elevation models, support conservation, research, and visitor experiences. Set for completion in 2025, this project ensures accurate documentation of sites with challenging accessibility, safeguarding them for future generations.

Central to our heritage conservation efforts is the third phase of the conservation of the Oasis and Old Town Sites Project. RCU restored **18 heritage buildings**

in AlUla Old Town using local, natural materials and best practices in earthen construction. The project, involving TRITA students, stabilised structures and retained original architectural features, preparing the buildings for adaptive reuse. This initiative preserves AlUla's historic fabric while promoting sustainable conservation practices.

Moreover, we developed a protection framework for the restoration, rehabilitation, and adaptive reuse of heritage buildings, tailored to each asset's significance. This guideline ensures scientifically informed interventions that respect cultural values, supporting the longevity and relevance of AlUla's architectural heritage.

RCU also created 2D and 3D records of heritage villages in Khaybar such as AlNizar, AlQamus Fort, Makidah, and New Bishr using laser scanning and photogrammetric surveys. The resulting computer-aided design (CAD) drawings and 3D models for approximately **390 plots** provide baseline data for future conservation and adaptive reuse, aligning with RCU's development strategies.



We conserved **40 fragile collection objects**

using innovative laser technology for one item. This initiative prolonged the objects' lifespan and deepened understanding of their cultural significance, contributing to AlUla's museum and exhibition capabilities.



Visitor Centre - Old Town



Visitor Centre - Dadan

These initiatives collectively safeguard AlUla's tangible heritage, ensuring its preservation for future generations while fostering sustainable tourism and community pride.



Intangible Heritage Conservation



Art Gallery and Exhibition - AlJadidah

Beyond safeguarding physical heritage, RCU is committed to preserving AlUla's intangible heritage through research and knowledge dissemination. This focus has led to an increase in the number of peer-reviewed heritage research publications

 from **32** in 2023 to **48** in 2024 surpassing the target of **40**

Emphasising the preservation of cultural identity, RCU's intangible heritage conservation efforts document and promote AlUla's Intangible Cultural Heritage (ICH), including oral traditions, culinary practices, and artisanal crafts. Through community-led initiatives and international collaborations, RCU ensures these living traditions remain vibrant and accessible.

To enhance the quality and authenticity of AlUla's ICH records, we reviewed and verified **166 ICH element cards** across two phases,



Harrat Viewpoint

involving eight AlUla community experts. This initiative augmented the preservation of oral histories and cultural practices for future generations.

A significant milestone in intangible heritage conservation was achieved through the DARAH Oral History and Cultural Studies initiative. RCU collected

 **36 studies, 864 minutes of rare oral history videos, and 450 items**

including photos and manuscripts, about AlUla. This comprehensive archive preserves the region's historical and cultural knowledge, supporting educational and tourism initiatives.

Discovering our cultural history also includes researching AlUla's rich coffee heritage. We engaged

 **50 community members in a survey**

documenting local coffee traditions, with a special emphasis on the coffee houses that were once in the Old Town. Findings were integrated into a cultural brief, supporting the Saudi Coffee House experience at the Chedi Hegra Hotel, promoting AlUla's culinary heritage in tourism development.

The Tantora Festival ICH Documentation (INV) was a key milestone for RCU in 2024, focused on discovering, activating, and preserving intangible cultural heritage. We conducted

 **21 interviews with 25 individuals**

developing five inventory forms and element cards for Tantora-related practices. This archive ensures the festival's cultural significance is preserved and shared globally.

RCU also studied incense knowledge through **33 community interviews**, supported by training for six local field interviewers. Five ICH element cards were integrated into the Incense Road Experience, enhancing the representation of AlUla's heritage in cultural narratives.

Additionally, we documented traditional camel decoration practices through **six interviews**, creating one inventory form and element card. This initiative preserves a unique aspect of AlUla's cultural identity, supporting community pride and tourism.



RCU KPIs

Number of peer-reviewed heritage research publications



Published in 2024, *AlUla Old Town: An Oasis of Heritage* (Assouline) showcases the transformation of AlUla's mud-brick Old Town, continuously inhabited for nearly a millennium, into a model of cultural sustainability through projects like the eco-luxury Dar Tantora - The House Hotel and the vibrant AlJadidah Arts District. With evocative photography by Oliver Pilcher and insights from AlUla native historian Dr. Abdullah bin Nasif, the book captures how heritage, art, community, and nature coexist in harmony. It mirrors the RCU's vision of sustainable culture and heritage, where conservation, adaptive reuse, and community activation ensure that the past is preserved not as static memory but as a living, thriving foundation for the future.

To ensure that AlUla's overarching vision is upheld and preserved, we have established the **Special Cultural**

Zone Executive Program, designed to safeguard the region's cultural integrity while guiding sustainable development and activation efforts.

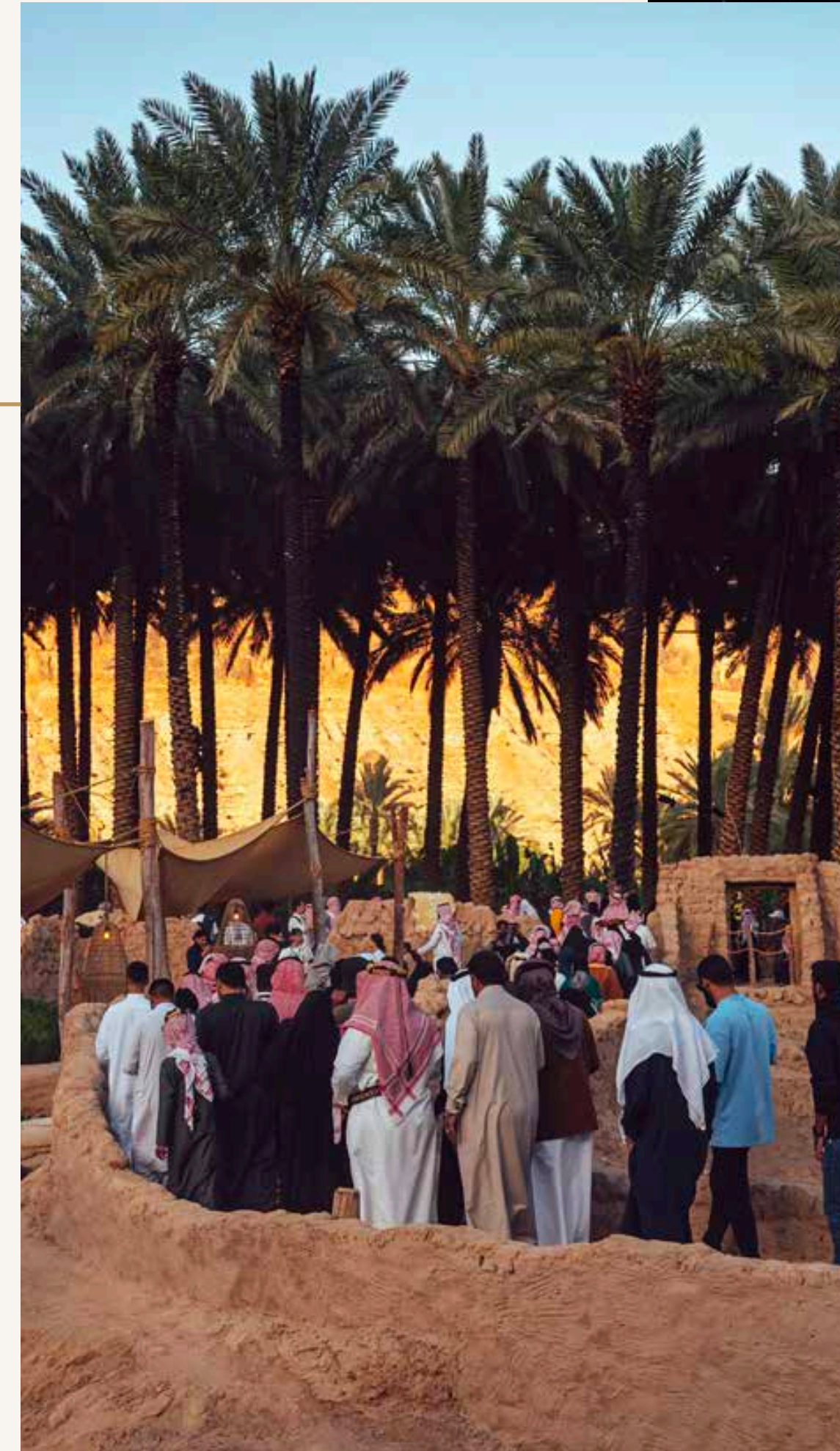
Among the achievements of the program are the following:

01 Slow Food Partnership

The purpose of the partnership is to regenerate the territory starting from the local food systems of the area, engaging the farmers and other relevant stakeholders of the local food systems to develop models, self-sustainable in the long term and accessible for all, that become a point of reference for regional, national, international private and public stakeholders. The partnership aims to demonstrate to tourists as well as to the local population what a "good, clean, and fair" food system looks like, inspiring them to adopt new habits and lifestyle models. Among the achievements of this partnership are the Date Festival and Earth Market.

02 Oasis Agricultural Campus

The Oasis Agricultural Campus (OAC) will be the world's first training institution dedicated to teaching local and sustainable agriculture within cultural landscapes. Located in AlUla's Cultural Oasis, the campus will support the regeneration of traditional farming practices while integrating light-touch agrotourism, heritage conservation, and rural entrepreneurship. It will offer hands-on education for local farmers, as well as national and international students, focusing on how to blend traditional agricultural production with tourism and the preservation of both tangible and intangible cultural heritage. By building an inter-generational network of farmers and training rural entrepreneurs to develop and manage integrated agri-based businesses, the OAC aims to foster a sustainable local economy and serve as a global model for culturally rooted and environmentally responsible rural development.



AlUla Cultural Oasis

Further efforts to safeguard our intangible heritage include protecting our Dark Sky tales and stories, along with folkloric arts related to them. AlUla Manara champions Dark Sky conservation through astrophotography, heritage storytelling, and night-sky tourism, ensuring the protection of AlUla's pristine celestial environment. In 2024, Dark Sky International (DSI) officially accredited AlUla Manara and Al Gharameel Nature Reserve as Dark Sky Parks. This initiative preserves astronomical heritage, cultural folklore, and pristine night skies, reducing light pollution and promoting sustainable tourism and economic diversity in AlUla.

AlUla Manara launched "Journey Through the Stars Conversations" series that connects AlUla's rich cultural heritage with the mysteries of the cosmos. Through a collaboration between astronomers, educators, Astronomy enthusiasts and Rawi storytellers, these conversations blend scientific discovery with ancient traditions, offering participants a deeper understanding of the universe and AlUla's enduring connection to the stars.

These efforts ensure AlUla's intangible heritage is preserved, documented, and celebrated, fostering cultural continuity and global appreciation.



Cultural Development

RCU is fostering a vibrant cultural ecosystem in AlUla by promoting self-sufficiency, securing public and private support, and enhancing international visibility. In alignment with SDG 8: *Decent Work and Economic Growth*, SDG 17: *Partnerships for the Goals*, and UNESCO. It also supports AlUla and RCU's Strategic Objectives: Continuing to develop AlUla as a vibrant boutique and authentic destination, RCU's initiatives

empower local communities, build economic resilience, and position AlUla as a global cultural hub. In 2024, RCU achieved significant milestones, including the launch of cultural festivals, international exhibitions, and partnerships that amplified AlUla's cultural narrative while supporting sustainable economic growth.

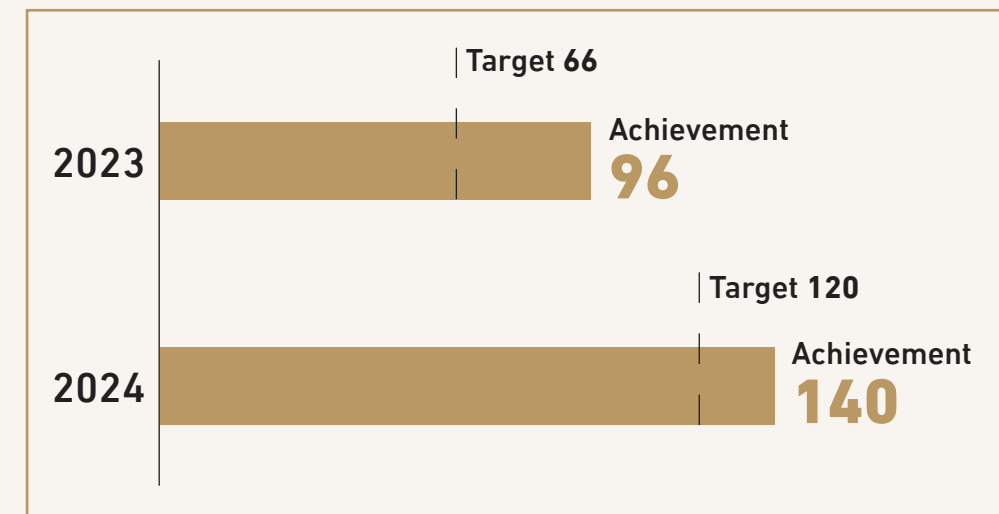


Hegra After Dark experience



Self-Sufficiency

Fostering self-sufficiency through cultural development is central to RCU's mission, with focus on economic diversification and sustainable growth. The number of jobs generated from the arts and culture sectors showed significant progress, rising from **96 new jobs** in 2023 to **140** in 2024, surpassing the target of **120**.



This growth reflects the increasing prominence of AlUla's cultural sector as a driver of employment, fuelled by initiatives like the Scholarship Programme, which provides students with the opportunity to study at prestigious international institutions, covering disciplines such as archaeology, arts, and urban planning. These students return with global insights, enriching AlUla's cultural and economic landscape. Additionally, the development of major projects like the Museum of the Incense Road and the Contemporary Art Museum has created diverse job opportunities, from curatorial roles to tourism-related positions.



Traditional hand crafts

RCU's self-sufficiency initiatives empower local artisans, entrepreneurs, and communities to sustain AlUla's cultural economy. These efforts create economic opportunities while preserving cultural heritage.

Through the Grandmother's Recipes Project, RCU engaged local women to prepare and serve traditional Saudi recipes, reviving culinary heritage through community-led activations. This initiative connected visitors with authentic flavours and storytelling, empowering local talent and generating media interest for its cultural value.

In efforts to enhance economic opportunities, we established a retail space to showcase and sell authentic handmade crafts by local artisans. The shop provided consistent weekly sales opportunities, boosting the visibility of traditional craftsmanship and offering visitors a meaningful cultural experience.

RCU also introduced the "HUNA" retail and F&B concept, featuring local Saudi brands in AlUla's Old Town. This multi-use space supported emerging entrepreneurs, fostering economic growth and cultural identity, and was recognised as a highly engaging visitor zone based on footfall.

We also revitalised Abu Alhassan Path with seasonal and permanent retail units, enhancing cultural storytelling and foot traffic. This

initiative reactivated a historically significant area, improving the vibrancy of Old Town's cultural corridor.

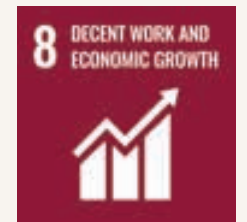
Moreover, RCU integrated the PIF-supported brand "Jazeen" into Old Town's culinary landscape, promoting Saudi-made products and aligning with Vision 2030's economic goals. The project enhanced brand visibility while enriching the heritage retail environment.

Further strengthening community capacity, RCU conducted two workshops on intangible cultural heritage inventorying at the local level. The first engaged **29 participants**, while the second involved **14 members** from the Rawis' team and the antiquities protectors' team. Trained participants successfully inventoried 40 elements, contributing to the documentation and preservation of cultural heritage.

These initiatives build a self-sustaining cultural economy in AlUla, empowering local communities and aligning with national economic objectives.



Traditional hand crafts





Public Support and Private Sponsorships

In alignment with UN SDG 17: *Partnerships for the Goals* and Saudi Vision 2030's emphasis on collaborative development, RCU recognises that public support and private sponsorships are not just financial tools, they are strategic enablers of cultural transformation. Under the broader umbrella of cultural development, these partnerships serve as catalysts for preserving heritage, empowering communities, and elevating AlUla's global cultural standing.

A cornerstone of this approach is the strategic partnership agreement between RCU and Saudi ICOMOS, signed to reinforce AlUla as a global hub for heritage conservation and sustainable development. This partnership amplifies the voices of AlUla professionals, young Saudi talents, and the AlUla community. It includes the activation of **six key programs** that promote scientific research, translate antiquities preservation literature into Arabic, and train students and specialists in heritage and antiquities, ensuring that local expertise is nurtured and globally connected.

Under this partnership, RCU delivered a robust capacity building and training programme, engaging



over 700 in-person participants and more than **1,200** online attendees

in a series of lectures by the Conservation Studio, covering diverse heritage conservation topics. Additionally, **120 university students** from **more than six Saudi institutions** completed intensive one-week theoretical and practical training in heritage conservation, equipping the next generation with the skills to safeguard AlUla's legacy.

To support operational excellence, RCU recruited seven full-time staff members through the Secondment Program, including a heritage architect manager, heritage specialists, a logistics coordinator, and translators. These roles directly contributed to the delivery of cultural programming and strengthened AlUla-based operations.

The partnership also prioritised knowledge production and publications, resulting in



over 1,000 pages published in both Arabic and English

These included a comprehensive book on

AlUla's urban and architectural heritage, two compendiums of translated conservation literature, and the scientific proceedings of the Hegra International Archaeology (HIA) Conference, enriching the cultural sector with high-quality, bilingual resources.



Site visit with our partners from GASCO

To further democratise access to global best practices, RCU translated



over 800 pages of key international heritage conservation resources

including ICOMOS charters, reports, reference manuals, and commentaries, into Arabic. This initiative enhances knowledge accessibility for Arabic-speaking professionals and institutions across the region.

RCU's global engagement efforts were amplified through participation in three world-class international conferences and symposiums, attended by



400 professionals and featuring prominent keynote speakers

including presidents of both International and Saudi ICOMOS. These events positioned AlUla as a thought leader in heritage conservation and cultural diplomacy.





Complementing these efforts, RCU's partnership with UNESCO delivered the AlUla Fellowships Programme, empowering heritage professionals through hands-on research and institutional training. The programme prioritised inclusive participation, exceeding gender representation targets and fostering South-South cooperation through cross-border knowledge exchange. Five fellows from across the Arab region completed immersive 10-month placements, combining fieldwork at the Kingdoms Institute with professional development at UNESCO. The fellowship yielded research publications, policy contributions, and strengthened regional networks, reflecting RCU's commitment to sustainable heritage conservation, fostering knowledge exchange, and equipping the next generation of experts to safeguard AlUla's legacy. Building on this momentum, RCU and UNESCO also advanced the preservation of AlUla's documentary heritage through capacity-building workshops,

stakeholder consultations, and the establishment of a Scientific Committee, laying the groundwork for Saudi Arabia's Memory of the World (MoW) National Committee. Key milestones included the inscription of Jabal Ikmah on the MoW International Register, a national survey of memory institutions, and research on heritage's role in intercultural dialogue.

The partnership gained global momentum at the UNESCO and RCU 2025 Conference, where Saudi Arabia led regional efforts to address the underrepresentation of Arab documentary heritage, currently just **3%** of MoW inscriptions, and launched initiatives such as a Gulf-wide digital platform. Public awareness campaigns, including youth-focused comics and documentaries, reinforced sustainable stewardship and cultural pride, in alignment with Saudi Vision 2030. Further strengthening AlUla's archival capabilities.

RCU finalised a key partnership with the UK National Archives in 2024 to share expertise in documentary heritage conservation. This collaboration supports global cultural exchange and enhances AlUla's capacity to preserve and manage its historical records, aligning with international standards and practices.

Together, these initiatives demonstrate how public support and private sponsorships directly serve AlUla's cultural focus. By mobilising diverse resources and fostering collaboration, RCU ensures that heritage conservation is not only sustained, but actively celebrated, locally, regionally, and globally.



Signing of partnership with the UK National Archives



International Visibility

In alignment with SDG 17: *Partnerships for the Goals*, Saudi Vision 2030's ambition to position KSA as a global cultural destination, and AlUla and RCU's Strategic Objectives, RCU's initiatives elevate AlUla's cultural profile on the world stage. AlUla's cultural heritage is gaining worldwide recognition, positioning the County as a beacon of Saudi Arabia's historical and artistic legacy. As an indication of our continued efforts to increase international visibility, AlUla's destination awareness increased from **35%** in 2023 to **45%** in 2024. This new milestone was achieved through several key actions and successes.

In 2024, **six heritage sites** were recognised by international organisations, meeting the target and maintaining the achievement from 2023. These sites, including Hegra, Jabal Ikmah, and the Hijaz Railway, highlight AlUla's

historical significance and RCU's dedication to preservation. This recognition strengthens AlUla's status as a global cultural destination.

The number of announcements and communications of cultural heritage far exceeded expectations, with a total of

 **459** in 2024, against a target of **140**

increasing AlUla's international visibility. Notable initiatives include the announcement of a Bronze Age town discovery in Khaybar, which garnered

 **2.77 billion** media views, amplifying AlUla's international profile

RCU's participations in overseas arts and culture events increased from **four** in 2023 to **six** in 2024, meeting the target and showcasing AlUla's cultural essence on global platforms. Key 2023 engagements, such as the IUCN Leaders Forum and the AlUla World Archaeology Summit, were complemented in 2024 by partnerships with institutions like the Louvre Museum, where a Lihyanite sculpture is displayed under a five-year agreement, and the Université Paris 1 Panthéon-Sorbonne for knowledge exchange. The collaboration with Matera, Italy, fosters intercultural connections, further elevating AlUla's global visibility. These efforts reinforce RCU's use of cultural diplomacy to promote Saudi Arabia's heritage and foster international appreciation.

As a result of our efforts to bolster international visibility, the number of foreign

prospective investors has increased

 from **25** in 2023, to **37** in 2024

Foreign investment is a key element of AlUla's continued growth and development, highlighting the importance of this particular achievement.

Through our year-round events, such as exhibitions, media campaigns, and academic contributions, RCU showcases AlUla's heritage to global audiences.



RCU KPIs

Number of heritage sites recognised by international organisations

Number of announcements and communications of cultural heritage

Participations in overseas arts and culture events

AlUla destination awareness

Number of foreign prospective investors



AlUla Wonder of Arabia - AlUla Exhibition Beijing

RCU's traveling exhibition was displayed at the Forbidden City and attracted over **250,000 visitors** from December 2023 to March 2024, extended due to its success. Visited by His Royal Highness Prince Badr bin Abdullah bin Farhan Al Saud, the exhibition promoted AlUla's archaeological and natural heritage, inviting global tourists to discover the region.

57th Annual International Seminar on Arabian Peninsula Studies

We presented **15 scientific papers** at the Paris symposium, constituting **16%** of submissions. Highlighting AlUla and Khaybar's archaeological significance, these contributions positioned RCU as a leader in global archaeological research.

Lost Worlds: The Nabataeans

RCU collaborated with Sandstone Productions on a three-part TV series hosted by Bettany Hughes, premiered at the Red Sea Festival in 2024. The series showcased AlUla and Hegra, highlighting RCU's heritage management efforts to a global audience.

AlUla World Archaeology Summit (AWAS) 2024

Held under the theme "Moving Forward: Past, Present, and Future in the Archaeology and Heritage of Mobile Communities," AWAS 2024 convened **17 speakers** from **13 countries** and welcomed **102 external attendees** from **33 countries**, alongside media representatives from five countries, representing a total of **37 countries across six continents**. The summit served as a global multilateral platform focused on archaeology and cultural heritage, fostering inclusive, future-oriented dialogue among academic researchers, cultural heritage experts, site managers, government representatives, youth, and media professionals. AWAS reinforced AlUla's position as a hub for cultural leadership and international collaboration.

Al Natah Discovery Press Conference

We held our first international media press conference in November 2024 at SPA offices in Riyadh, announcing the discovery of a Bronze Age village at Khaybar. With a proactive reach of **2.77 billion** and an AVE of **\$6.68 million**, the event elevated AlUla's archaeological prominence.

Neolithic Standing Stone Circles Archaeological Discovery Press Release

We issued a press release in Q2/Q3 2024 announcing new insights into Neolithic occupation patterns in AlUla. With a global reach of **2.6 billion** and an AVE of **\$7 million**, this initiative underscored AlUla's prehistoric significance.

I Care Campaign

RCU's pioneering heritage conservation awareness campaign increased Saudi awareness by **5%**, personal responsibility by **5%**, and ambassadorship sentiment by **6%**. Reaching **931 million people** worldwide with an AVE of **21.7 million SAR**, the campaign won multiple awards, reinforcing AlUla's global cultural leadership.

RCU's commitment to international visibility also extends to the film industry. Film AlUla supports and attracts productions that align with AlUla's heritage preservation and environmental values, ensuring minimal impact through guidance and permitting. Productions contribute to promotion of AlUla, local employment, tourism, and brand positioning. Nine

productions took place in 2024 using outdoor and heritage sites including TV show "Soy Georgina", and feature films such as "K-Pop", "Hijra", and "Siwar". Film AlUla acts as an ambassador for AlUla's sustainable development model through global outreach. Targeted outreach across Europe, North America, China, Korea, and India highlights AlUla's unique value as a

sustainable filming destination. These efforts promote best practices in heritage preservation and community benefit. Among the achievements were representation in **five major markets** and **nine key industry events**, helping position AlUla in global sustainability dialogues.

These initiatives position AlUla as a global cultural destination, aligning with KSA's vision and fostering international appreciation of its heritage.



Local Access & Contribution

RCU is committed to ensuring AlUla's cultural heritage is accessible to and shaped by the local communities, fostering education, participation, and infrastructure development. RCU's initiatives empower residents through cultural education, community involvement, and enhanced facilities.

In 2024, we delivered impactful programs, including training for local heritage professionals, community-led cultural activations, and infrastructure projects that enriched AlUla's cultural landscape.

Notably, RCU activated the AlUla Public Library, commencing its management and operations. This represents another milestone for upholding cultural education and heritage preservation.



AlUla Public Library - AlJadidah



Cultural Education

In alignment with SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, and the pillars of Saudi Vision 2030, cultural education is a cornerstone of RCU's mission to nurture local talent and deepen community ties to AlUla's heritage. In 2024, the number of residents participating in arts and culture vocational training climbed up to **207**, surpassing the target of **106** and improving on 2023's achievement of **170 participants**.



Despite the temporary closure of Madrasat Addeera for renovations, the Arts and Culture Institute (ACI) successfully expanded outreach efforts, offering residents opportunities for creative expression and professional development. The School and Family Activity Programmes continued to strengthen community engagement by fostering a deeper appreciation of AlUla's cultural heritage. This increase underscores RCU's dedication to building local capacity and ensuring residents



Cultural institutions - AlUla Library

are equipped to contribute to AlUla's cultural ecosystem.

RCU partnered with Centro Conservazione e Restauro La Venaria Reale, Turin,



to train **12** Saudis in conservation science over 12 months.

This programme raised awareness of career opportunities in a sector KSA aims to expand, forging connections with a premier Italian institution.

We also collaborated with King Saud University, delivering comprehensive training to students and facilitating the inventory of the archaeological archive housed within KSU's



Cultural workshops

collections, including significant artefacts from Dadan and Hegra. This ongoing project deepened engagement with KSU, improved storage conditions, and built local expertise in heritage management.

RCU provided



23 training courses for **12** Saudi nationals in collection care and management

addressing skill gaps and enhancing departmental efficiency. This initiative supports KSA's long-term vision for a skilled cultural workforce.



RCU KPIs

Number of Residents Participating in art and culture Vocational Training



The Rawi and Heritage Ranger 2024 Annual Training Programme is central to our cultural education initiatives. We delivered



430 hours of training across **22** modules to **117** employees

from AlUla, Tayma, and Khaybar covering cultural heritage, visitor experience, and storytelling, the programme enhanced career opportunities and achieved high visitor satisfaction rate. Additionally, we trained **14 members** of the AlUla community over nine days on UNESCO's 2003 Convention, inventory techniques, and cultural elements like stone carving and herbal medicine. This empowered local heritage ambassadors with documentation skills.

ICH is a key area we focus on within our cultural knowledge sharing and capabilities building initiatives and programmes. RCU held **two dialogue sessions**



with **19** youth to raise ICH awareness

collecting insights and fostering community dialogue. This initiative inspired young Saudis to engage with their cultural heritage. Moreover, we



trained **19** teachers in collaboration

with the General Education Department to integrate ICH into school curricula. This programme enriched educational approaches and strengthened cultural identity. We conducted **12 intangible cultural heritage awareness sessions** for our employees across departments, aligning ICH programs with internal projects. This effort improved collaboration and organisational ownership of AlUla's cultural initiatives.

RCU trained **34 heritage professionals** on UNESCO's 2003 Convention and community engagement strategies, enhancing their ability to safeguard AlUla's ICH. We have also trained the ICH team on database entry and metadata integration, creating a data entry template and completing all element entries. This initiative enhanced digital management of AlUla's cultural heritage.

These programs build a skilled, culturally engaged local workforce, aligning with KSA's vision for education and economic growth.



Tour - Dadan

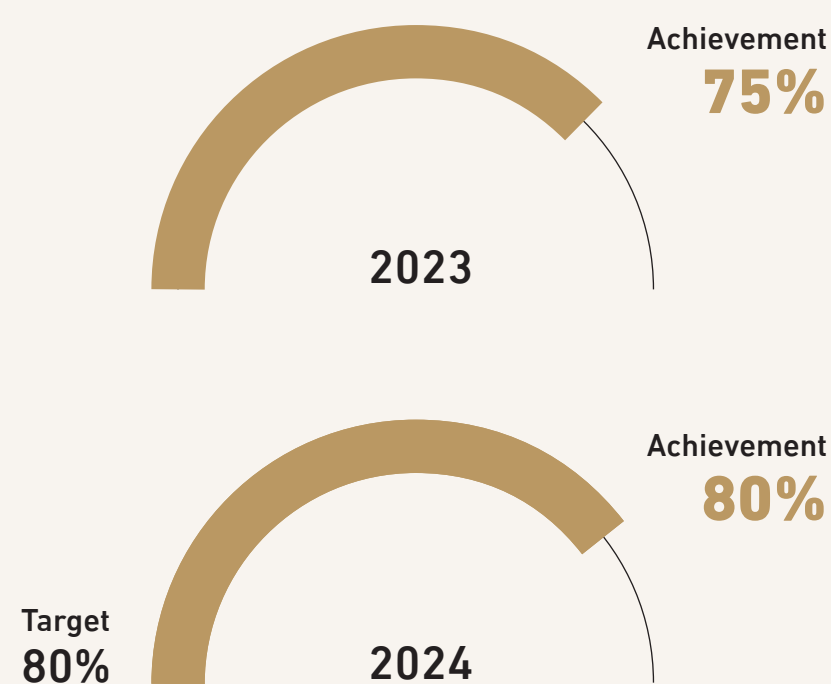


Local Participation

In alignment with SDG 4: *Quality Education*, Saudi Vision 2030's emphasis on community empowerment, and AlUla and RCU's Strategic Objective, our local participation initiatives engage AlUla's communities in preserving and celebrating their heritage, fostering a sense of ownership and pride.

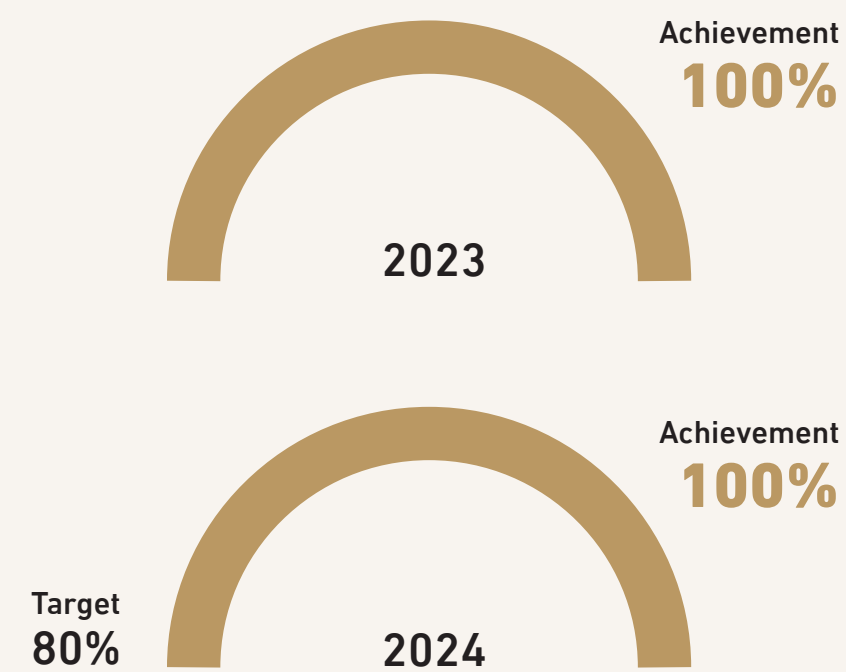
Encouraging local participation in AlUla's cultural offerings is vital to create an inclusive and vibrant community. The percentage of arts and culture public programming that achieved targeted attendees rose from **75%** in 2023 to **80%** in 2024, meeting the target and reflecting strong community interest. The success of AlUla Arts in 2024, evidenced by increased traffic to its pages, highlights the growing appeal of public programming.

Percentage of Arts and Culture Programming that Achieved Targeted Attendees



Similarly, the percentage of arts and culture exhibitions that achieved targeted attendees maintained **100%** in 2024, consistent with 2023 and exceeding the target of **80%**.

Percentage of Arts and Culture Exhibitions that Achieved Targeted Attendees



RCU delivered **eight learning programs** across AlUla's heritage sites, engaging

2,350 students, **271** teachers and **1,036** families

A **25%** increase in school engagement since 2023 highlights the program's success in connecting youth to their cultural inheritance.

The Community and Stakeholders Profiling Initiative further solidified local participation

and community building. RCU mapped **504 families** and **91 sections** in AlUla, creating a roster of **300 community members** (**49%** from AlUla, **51%** from Bedouin communities). Bilingual engagement materials and guidelines strengthened community ties and informed RCU's cultural strategies.



Visitor Centre - Old Town

We engaged nine NGOs and 18 representatives (**11 male, seven female, one PWD**) to raise ICH awareness. The 'Nasayer' activity with **15 women** celebrated pilgrim returns, while consultations with **73 individuals** supported UNESCO-linked efforts, reviving community rituals.

Filmmaking is another key element to enhance local participation and development. Film AlUla is committed to building a sustainable local film industry through investment in training and upskilling. In collaboration with Saudi Film Commission, AFALULA, and other partners, Film AlUla has developed hands-on training programs aimed at building local capacity and creating jobs within the creative sector. This initiative created crew force of local talent, contributing to long-term job creation and community inclusion. **Over 70 locals** were trained across production departments.

These initiatives ensure AlUla's communities are active stewards of their heritage, fostering cultural pride and continuity.



RCU KPIs

Percentage of Arts and Culture Public Programming that achieved targeted attendees



Percentage of Arts and Culture Exhibitions that achieved targeted attendees





Cultural Infrastructure & Facilities

In alignment with SDG 8: *Decent Work and Economic Growth*, Saudi Vision 2030's focus on tourism infrastructure, and AlUla and RCU's Strategic Objectives, RCU's cultural infrastructure initiatives enhance AlUla's facilities to support heritage preservation, visitor experiences, and economic growth.

Tracking the number of heritage sites made accessible to the public is a key indicator of our progress in both preserving and activating AlUla's cultural assets. In 2024, we successfully activated **six major heritage sites** to visitors:

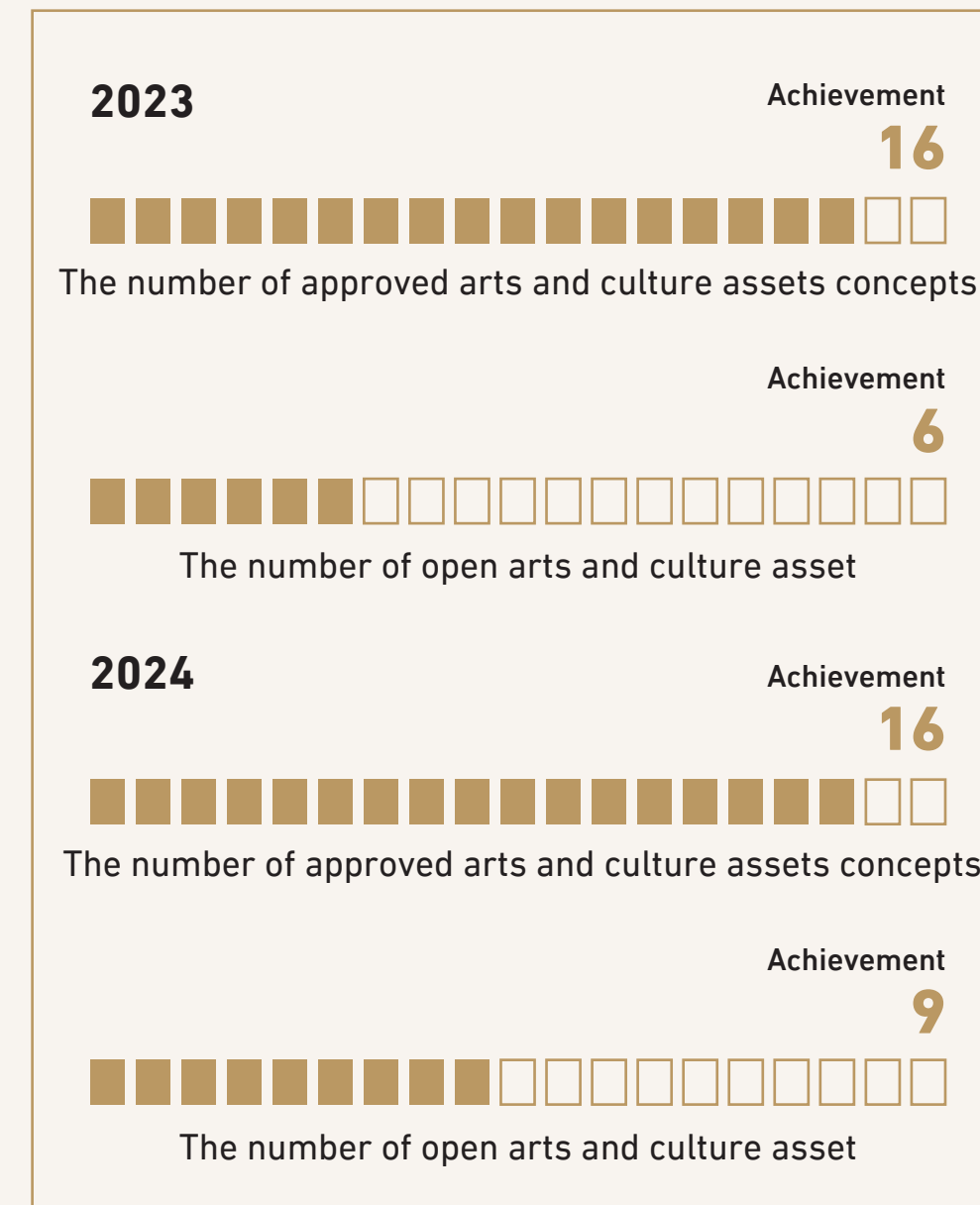
Hegra	Dadan
Jabal Ikma	Old Town
The Oasis	Wadi AlNaam

Complementing this achievement, we attained a

100% compliance rate

with all relevant conventions and guidelines for heritage site management. While, the number of sites decreased from eight in 2023 due to the temporary closure of two sites outside of the AlUla boundary (Tayma and Khaybar), RCU remains committed to maintaining open and welcoming heritage sites.

The number of approved arts and culture assets concepts remained steady at **16** in both 2023 and 2024, meeting the target. These include **12 cultural assets, one equestrian asset, and two tourism assets** within the Cultural Oasis District Masterplan, with highlights such as Madrasat Addeera, Hegra Gateway, and the AlUla Manara Observatory. This consistency reflects RCU's strategic planning to develop infrastructure that supports AlUla's cultural and tourism ambitions. In addition to conceptual approvals, the number of open arts and culture assets increased from **6** in 2023 to **9** in 2024, demonstrating tangible progress in activating these spaces for public engagement.



Ancient rock inscriptions from the Dadanitic and Lihyanite civilisations - Jabal Ikma

RCU continued to prioritise visitor experience across heritage sites, investing in interpretation, accessibility, and community-led programming. Visitor satisfaction with heritage site experiences

reached **96%** in 2024, surpassing the target of **85%**

This reflects the success of RCU's efforts to enhance cultural engagement, improve site interpretation, and deliver authentic, community-rooted experiences that resonate with both local and international audiences.

The progress in local access and contribution reflects RCU's commitment to making AlUla's cultural heritage a shared treasure for its residents and visitors. From empowering **207 residents** through vocational training to achieving full attendance targets for exhibitions and high visitor satisfaction, 2024 builds on 2023's foundation of community engagement.

RCU KPIs

- Number of heritage sites open to visitors
- Number of approved arts and culture assets concepts
- Visitors Satisfaction with Heritage Sites Experience
- Number of open arts and culture assets at AlUla



RCU welcomed over **122,000 visitors**, hosted **3,657 students and families**, and drew **600,000 visitors** to Old Town's market. These statistics suggest the popularity of integrated efforts to revitalise sites of heritage as epicentres of cultural engagement and visitor enjoyment.

In further efforts to enhance cultural infrastructure, we conducted a two-phase cleaning project at Hegra Natural Reserve, pruning overgrown trees and removing visual disturbances. This initiative enhanced the landscape of Hegra, supporting its status as a UNESCO World Heritage Site.

Ancient Kingdoms Festival is a key event that celebrates AlUla's unique cultural heritage. As part of the festival, "The Incense Road Experience", with its two-hour immersive journey through Old Town's mud-brick houses, engaged **2,623 visitors**, generating **SAR 286,866**. Co-created with local artisans and informed through intense ICH and Oral History research, the experience trained community members in incense-making, preserving AlUla's heritage.

"The Incense Road Experience"

engaged **2,623 visitors**

generating **SAR 286,866**

"Hegra After Dark", a 90-minute night-time experience at Hegra, attracted **9,173 visitors**, generating **SAR 1,858,732**. Awarded 'Best Arts & Culture Event' at the 2025 Middle East Event Awards, this initiative offered children access and enhanced hospitality, reinforcing Hegra's cultural significance. Hegra Drone Show, "Stories from the Sky", drew **731 visitors**, exceeding sales targets by **263%**. This innovative experience highlighted AlUla's Incense Road connections, enhancing its global appeal.



Old Town

"Hegra After Dark", a 90-minute night-time experience at Hegra

attracted **9,173 visitors**

generating **SAR 1,858,732**

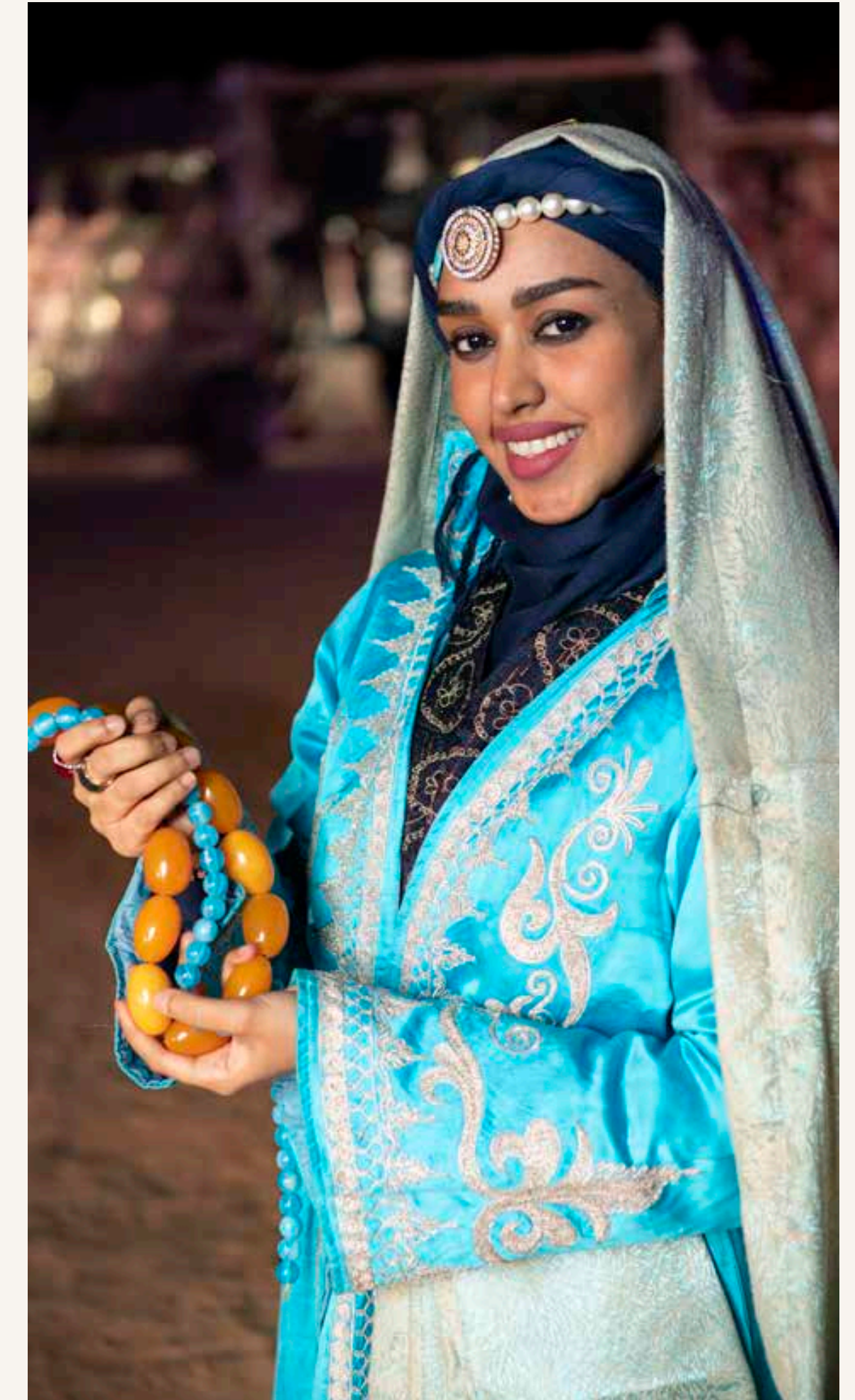
Another major event celebrating our heritage was the "Quest for the Ancient Kingdoms Treasure Hunt, Wadi AlNaam". The treasure hunt engaged **3,209 visitors**, generating **SAR 693,369**. Offering family-friendly and adult visitor journeys, the experience showcased Wadi AlNaam's heritage, developed with rock-art expertise.

"Quest for the Ancient Kingdoms Treasure Hunt, Wadi AlNaam"

The treasure hunt engaged **3,209 visitors**

generating **SAR 693,369**

RCU's annual event at Tantora Square celebrated the winter solstice with local performers and hospitality. This community-led ritual preserved AlUla's cultural and agricultural traditions, fostering generational continuity. In addition, RCU's three-hour wedding-inspired experience taking visitors on an experiential journey from Dar Tantora - The House Hotel to a dining



Hegra After Dark experience



experience on top of AlUla's fort



engaged **143** visitors

achieving **185%** of sales targets. Inspired by deep research with the AlUla community, the experience interpreted the customs and rituals of weddings that once took place in AlUla's Old Town into a multisensory, theatrical experience.

Our craft market engaged



888 visitors

with 'make and take' workshops in palm weaving and ceramic designing. This activation promoted the MOC 2025 Year of Handicrafts, celebrating AlUla's artisanal traditions.

"Life and Memory Gardens" forms a cornerstone of RCU's cultural landscapes project. We documented, cleaned, and restored souqs, trails, and mud houses in Phase 1, opening the site to visitors. 3D point clouds, topographical surveys, and stabilisation works preserve historical and landscape values, enriching AlUla's public realm. RCU's Baseline Heritage Conditions Report, conducted by Heritage International, assessed the Life and Memory Gardens using diverse data sources. This report evaluates the impact of proposed developments, ensuring heritage preservation in future projects.

Moreover, we activated a trail linking Life & Memory, Oasis, AlJadidah, and Old Town, offering a cohesive journey through AlUla's heritage. Fully operated by RCU, this trail enhances visitor experiences and cultural accessibility.

We also developed a heritage-focused illumination strategy using sustainable, dark sky-compliant lighting solutions. The final design, ready for implementation, ensures visitor safety while preserving AlUla's environmental and cultural integrity.

These initiatives enhance AlUla's cultural infrastructure, supporting tourism, community engagement, and economic growth while preserving its heritage.



Oasis Heritage Trail - AlUla Cultral Oasis



Ceramic designing workshop



07

Driving Inclusive and Resilient Growth



Driving Inclusive and Resilient Growth

RCU's approach in driving economic prosperity is aligned with SDG 8: *Decent Work and Economic Growth*, SDG 9: *Industry, Innovation and Infrastructure*, and SDG 11: *Sustainable Cities and Communities*, UNESCO guidelines, the Global Sustainable Tourism Council (GSTC) standards, and Saudi Vision 2030, particularly its Strategic Principle No. 5: Develop Light Touch Tourism. These pillars collectively shape a development model that balances growth with preservation, innovation with inclusion, and ambition with sustainability.

Inclusive and resilient growth is more than an economic ambition, it is a commitment to ensuring that progress reaches every corner of society and stands the test of time. This principle guides RCU to build a thriving sustainable economy rooted in heritage, community, and innovation.



Long-term Value Creation

In alignment with SDG 8: *Decent Work and Economic Growth*, SDG 9: *Industry, Innovation and Infrastructure*, and SDG 11: *Sustainable Cities and Communities*, UNESCO guidelines, GSTC standards, and Saudi Vision 2030, RCU's approach to long term value creation is rooted in a vision that goes beyond economic growth, it seeks to build a destination that continuously renews itself, while delivering lasting benefits to its people, environment, and heritage.

In 2024, AlUla became the first Middle Eastern destination accredited by Destinations International, highlighting its leadership in governance and sustainable planning. Its award-winning presence at the Arabian Travel Market showcased eco-conscious design and interactive sustainability initiatives.

RCU introduced the "Forever Revitalising" brand to reinforce AlUla's identity as a destination rooted in cultural richness and environmental responsibility. Operational improvements included the rollout of Visitor Experience Guidelines, which standardised sustainable practices across lighting, signage, waste management, and vendor operations. Tourism initiatives supported year-round economic activity, with expanded hospitality offerings and increased off-season engagement. Key programmes such as eco-certified resorts, the "AlUla Way" training program, and the Dark Sky Ambassadors initiative empowered local communities, promoted heritage conservation, and encouraged responsible tourism. Collectively, these efforts reflect a tourism model that is economically viable, socially inclusive, and environmentally sustainable, laying the foundation for long-term resilience.



AlUla's magnificent landscapes



Sustainable Tourism

In alignment with SDG 8: *Decent Work and Economic Growth*, and SDG 11: *Sustainable Cities and Communities*, GSTC standards, and Saudi Vision 2030, RCU's approach to tourism is rooted in a deep respect for AlUla's natural landscapes, cultural heritage, and local communities. In 2024, RCU continued to shape a tourism model that balances growth with preservation, ensuring that every visitor experience contributes to long term value creation and community wellbeing.

A major milestone was reached with AlUla recognised as the **first destination** in the Middle East to receive accreditation from Destinations International. Achieving this industry standard requires satisfying **over 100 performance standards**, highlighting high standards in governance, stakeholder engagement, and destination development. This distinction strengthens AlUla's reputation as a global leader in responsible tourism and destination management.

Sustainability was also at the heart of AlUla's presence at the Arabian Travel Market, where its exhibition stands crafted from recycled wood and metal, powered by energy efficient lighting, and designed for low carbon transport, earned the award for Best Sustainability Stand. Visitors were invited to participate in a tree planting initiative at Sharaan National Park, receiving geolocated updates and photos of their

trees, blending education, engagement, and environmental stewardship in a tangible way.

On the ground, RCU introduced comprehensive Visitor Experience Guidelines that now shape every aspect of the destination from lighting and signage to waste and plastic policies, ensuring that sustainability and cultural integrity are embedded across all operations. These standards are applied consistently across vendors and partners, reinforcing AlUla's commitment to quality and environmental responsibility.

In 2024, RCU successfully launched AlUla's master brand positioning

“Forever Revitalising”

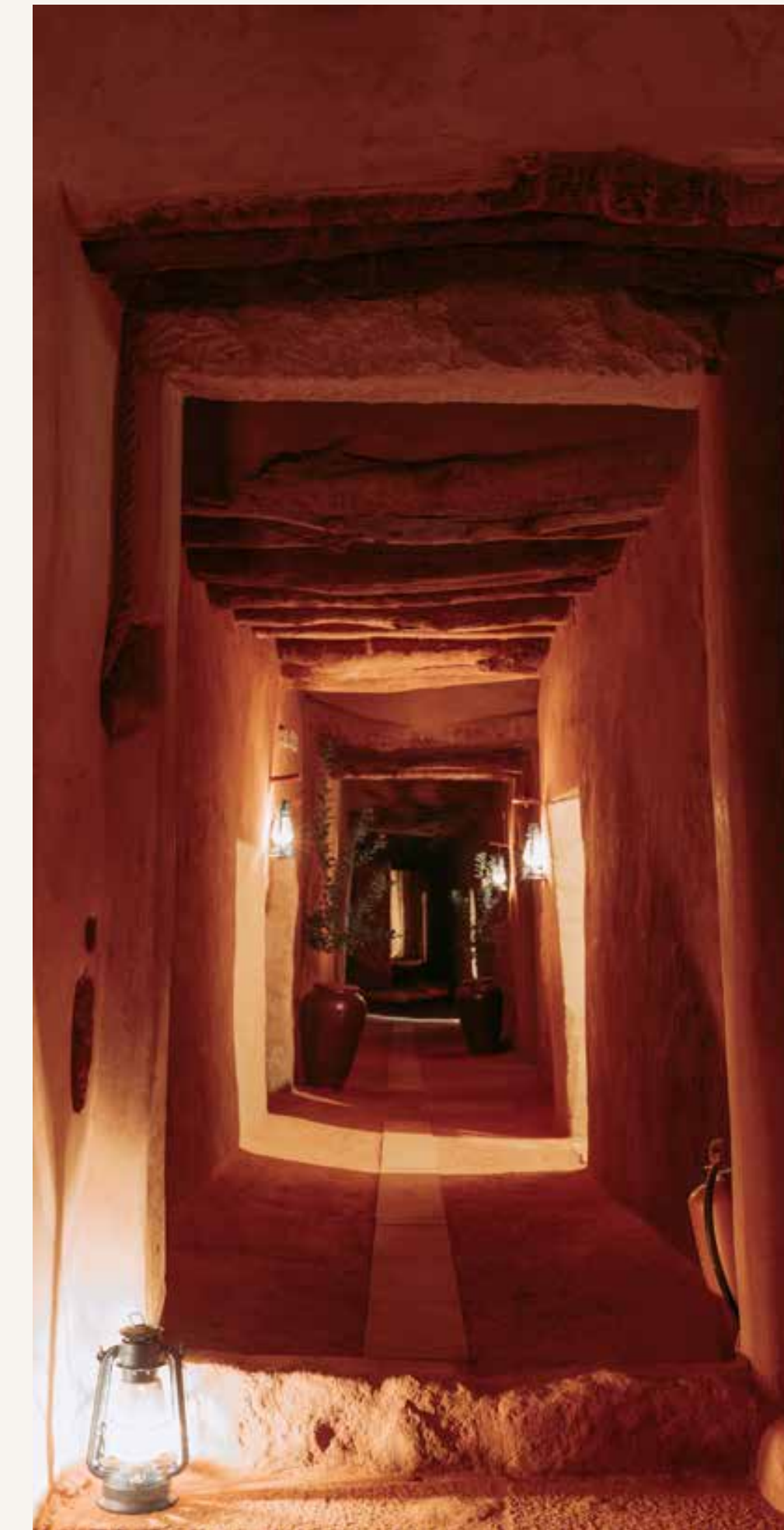
a platform that encapsulates the region's commitment to sustainability, cultural continuity, and meaningful visitor engagement. Rolled out through a global campaign across **ten markets**, the brand achieved a record of **52% global awareness** by year end, reinforcing AlUla's identity as a place of ongoing transformation and timeless relevance. AlUla continued to evolve as a vibrant and sustainable destination, welcoming **286,259 visitors** in 2024, an increase from **265,429** in 2023, while maintaining a **94% tourist satisfaction rate**. The average length of stay was **2.7 days**.



The launch of a comprehensive Annual Calendar of Events, spanning heritage, arts, wellness, and sport, has helped drive year round visitation and repeat travel,



with percentage of off-season visits amounting to **36%**



Dar Tantora - The House Hotel



GRI Disclosures

GRI 203-2 Significant indirect economic impactors

RCU KPIs

Tourist Satisfaction in AlUla Experience

Net Promoter Score Index

AlUla Positive Sentiment indicator

Number of Films produced in AlUla

Total Visits to AlUla

Number of Hospitality Keys

Average length of stay

Percentage of hospitality keys covered by Hotel management agreements (HMAs)

Percentage of offseason visits

Tourist Satisfaction in AlUla Experience



These efforts not only support the tourism ecosystem but also contribute to employment and SME engagement, laying the foundation for a resilient and inclusive economy. RCU continues to embed sustainability and innovation into every layer of AlUla's development, ensuring that the value created today endures well into the future.

The "AlUla Way" training programme further elevated the visitor experience by equipping front line staff with the skills to deliver high quality, culturally rooted hospitality. Blending Saudi traditions with global luxury standards, the programme helped shape a distinct identity for AlUla's tourism offering, one that is both authentic and sustainable.

Preserving AlUla's pristine night skies became a community wide effort through the Dark Sky Initiative. Programmes such as Celestial Wonders of AlUla and Starry Tales engaged youth and families in astronomy, environmental education, and conservation. The Dark Sky Ambassadors volunteer scheme empowered high school students to take part in clean-up efforts and stargazing site maintenance, fostering a sense of ownership and environmental responsibility.



Behind the scenes of Kandahar movie

Film AlUla also played a strategic role in advancing sustainable tourism. In 2024

 **9 productions were hosted across outdoor and heritage sites**

including TV show "Soy Georgina", and feature films such as "K-Pop", "Hijra", and "Siwar, all adhering to zoning and permitting guidelines designed to protect sensitive areas. **More than 70 locals** were trained across production departments, contributing to job creation and community inclusion. Through global outreach in **five major markets** and participation in **nine industry events**, Film AlUla helped position the region as a sustainable filming destination, attracting high quality productions that align with AlUla's values. Film AlUla is committed to building a sustainable local film industry through investment in training and upskilling in collaboration with Saudi Film Commission, AfALULA, and other partners.



Cultural activities for tourists

The destination's hospitality offering

-  expanded to **796 keys**
-  with **32%** now under hotel management agreements
-  With a Net Promoter Score of **80**
-  and a positive sentiment indicator of **88%**

AlUla's reputation as a sustainable and enriching destination continues to grow, both locally and globally.



Visitors to AlUla are welcomed with a curated selection of luxury accommodations that blend exceptional comfort with a deep commitment to environmental sustainability. Among our key hospitality projects and milestones for 2024 are the following:

Sharaan Resort 3

With design completion in 2024, this resort is designed to harmonise modern architecture with AlUla's natural landscape. It includes a main resort building and multiple sub assets such as villas, wellness centres, youth clubs, and activity hubs. The project aspires to achieve Mostadam Gold certification and incorporates green building practices to minimise environmental impact, conserve resources, and protect biodiversity within SNP.

Cloud7 Residence AlUla

The full operational launch of Cloud7 Residence AlUla was another milestone in 2024. This boutique desert stay offers suites and bungalows, curated dining experiences, and wellness facilities. The hotel integrates local culture through community collaborations, farm visits, and artisan markets, promoting immersive and responsible tourism.

Hotel Hegra – The Chedi

With trial opening in 2024, The Chedi Hegra Hotel is situated within Saudi Arabia's first UNESCO World Heritage Site. This **33 room** luxury hotel blends modern design with historic structures, including a restored railway station. It features restaurants, a heritage gallery, and a wellness centre, all aligned with RCU's sustainability charter

Dar Tantora The House Hotel

Opening of Dar Tantora The House Hotel, located in AlUla's Old Town, was among our main achievements in 2024. This eco-friendly boutique hotel is built using traditional mud brick techniques and materials. It offers **30 guest** rooms and is designed to immerse visitors in AlUla's cultural heritage while maintaining low environmental impact.

Sharaan Resort 1 by Jean Nouvel

Expected to be completed in 2026, this luxury resort is currently built inside a mountain within SNP, featuring an International Summit Center and private villas. The project includes extensive underground infrastructure and is being assessed for green building certification under LEED or Mostadam. It prioritises environmental protection, especially for local flora and fauna, and sets a new benchmark for sustainable luxury in remote natural settings.



Cloud7 Residence



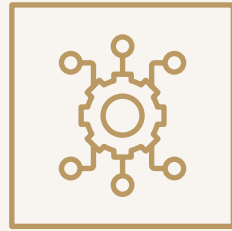
Dar Tantora - The House Hotel



Hotel Hegra – The Chedi



Fine dining in AlUla's hotels



Infrastructure & Service Quality

In alignment with SDG 9: *Industry, Innovation and Infrastructure*, and Saudi Vision 2030, AlUla's infrastructure transformation is guided by a vision that prioritises resilience, sustainability, and cultural integrity. RCU continues to invest in systems that support long term development, improve quality of life, and enable inclusive economic growth.

At the heart of this transformation is the AlUla Planning Hub, a centralised digital platform that streamlines land use planning and regulatory access for internal stakeholders. By offering dynamic web maps and GIS applications, the platform enhances transparency, saves time, and ensures alignment across masterplans and infrastructure projects.

RCU's strategic masterplans are shaping the future of AlUla's urban and rural districts.

The Path to Prosperity Masterplan for AlUla Central and South focuses on creating purpose-built neighbourhoods that integrate housing, mobility, public services, and cultural amenities.

The MP2 Southern Districts Structure Plan builds on this foundation, guiding long term development across the Qurh Plains and surrounding settlements. It establishes zoning strategies for agriculture, housing, and support services, while enhancing connectivity and preserving strategic view corridors. These plans are coordinated with adjacent

developments such as AlDeerah and the Airport City Masterplan, ensuring a cohesive and sustainable growth strategy.

Infrastructure reliability has also improved across AlUla, with the County recording an

 average of just **1.02 power outages in 2024**

reflecting operational excellence and service stability. To meet growing energy demands, RCU launched the Primary Power Program under the PSIA with the Saudi Electric Company. This initiative includes **15 major projects**, new substations, and bulk supply points, delivering a total capacity of **1,167 MVA** to support residential, commercial, and tourism growth.



Expanding infrastructure

Water infrastructure is advancing through the Potable Water Program (Phase 1), which includes a desalination water transmission system, strategic storage tanks, pump stations, and upgrades to the Sharaan and AlBuraikah well fields. These developments ensure sustainable water access for communities and future developments.

Based on preliminary test results from the Agricultural Technical Solutions Project in AlUla

 soil water retention capacity improved by **23%** during the experiment

compared to the current level of **18%**, highlighting the effectiveness of integrated water solutions in enhancing agricultural sustainability and resource efficiency.



Power distribution across AlUla



GRI Disclosures

◆ GRI 203-1 Infrastructure investments and services supported



RCU KPIs

◆ Percentage of wireless broadband coverage

◆ Average number of power outages per year



Digital infrastructure continues to expand across AlUla, with wireless broadband coverage now



reaching **64%** of the region.

In December 2024, RCU launched the E-Services Platform, a unified digital gateway developed in collaboration with four national ministries. This platform streamlines access to **94 government services**, improving operational efficiency and service delivery for residents, investors, and businesses. Alongside this, RCU enhanced its Open Data Portal, expanding its scope by over **60%** compared to 2023 to support data transparency and accessibility across diverse sectors. These advancements reflect RCU's commitment to building a digitally connected and service oriented infrastructure.

Mobility and transport infrastructure are also evolving. The Roads & Mobility Program focuses on upgrading existing roads and developing new ones to improve connectivity, reduce congestion, and support sustainable transport solutions. In AlUla Central District, secondary roads have been developed alongside dry and wet utilities including power, information and communications technology (ICT), potable water, and wastewater systems, to support urban expansion and service reliability.

Cultural infrastructure continues to be a cornerstone of AlUla's development. The Cultural Oasis District Masterplan (COD) provides a regeneration framework

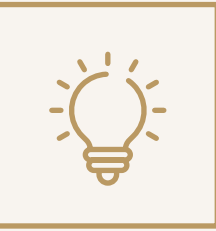


Road infrastructure - Harrat Uwayrid

for Old Town, AlJadidah, and surrounding areas, supported by over **35 catalyst** projects. It ensures design excellence, heritage protection, and stakeholder coordination, while attracting investment and enhancing visitor experience.

The Wadi AlFann site wide infrastructure project, still in the design phase, lays the groundwork for a unique cultural and artistic destination. It includes a comprehensive road network, hiking trails, and utility systems that enable the area to function as an open air museum. Among its landmark commissions is the James Turrell Land Art Project, a series of interconnected spaces carved into the mountain, designed to immerse visitors in light and sky experiences.

Together, these infrastructure investments reflect a holistic approach to development, one that is future focused, culturally grounded, and environmentally responsible. By integrating smart planning, reliable utilities, and heritage led design, RCU is building a connected and resilient AlUla for generations to come.



Diversification & Innovation

In alignment with SDG 8: *Decent Work and Economic Growth*, SDG 9: *Industry, Innovation and Infrastructure* and SDG 12: *Responsible Consumption and Production*, and Saudi Vision 2030, AlUla's economic transformation is driven by a commitment to innovation, sustainability, and inclusive growth. RCU continues to diversify the region's economy by investing in research led initiatives, nature-based industries, and digital infrastructure that support long term resilience and community wellbeing.

A key milestone in 2024 was the successful completion of the RCU x KAUST Agritech Development Project, which piloted smart water management and pest detection technologies tailored to AlUla's agricultural landscape. Sensor-based systems deployed across **250 palm trees** enabled early detection of Red Palm Weevil infestations, while organic composting techniques improved soil moisture retention and reduced irrigation needs. These innovations support regenerative

farming and reduce reliance on chemical inputs, contributing to climate resilience and sustainable land use.

In parallel, the AlUla Wild Plant IP Initiative, launched in partnership with AFALULA, continued to document and protect native plant species with ecological, cultural, and commercial value. Three species were identified in 2024, with traditional knowledge linked to their uses being integrated into intellectual property frameworks. The initiative lays the foundation for future products in wellness, cosmetics, and eco-tourism, positioning AlUla as a hub for biodiversity driven innovation.

Other successful projects include the Pilot Farms project, providing agriculture training and advisory services, which significantly strengthened AlUla farmers' capabilities through hands-on, innovation-led support. The initiative delivered pilot farms



205 training sessions,

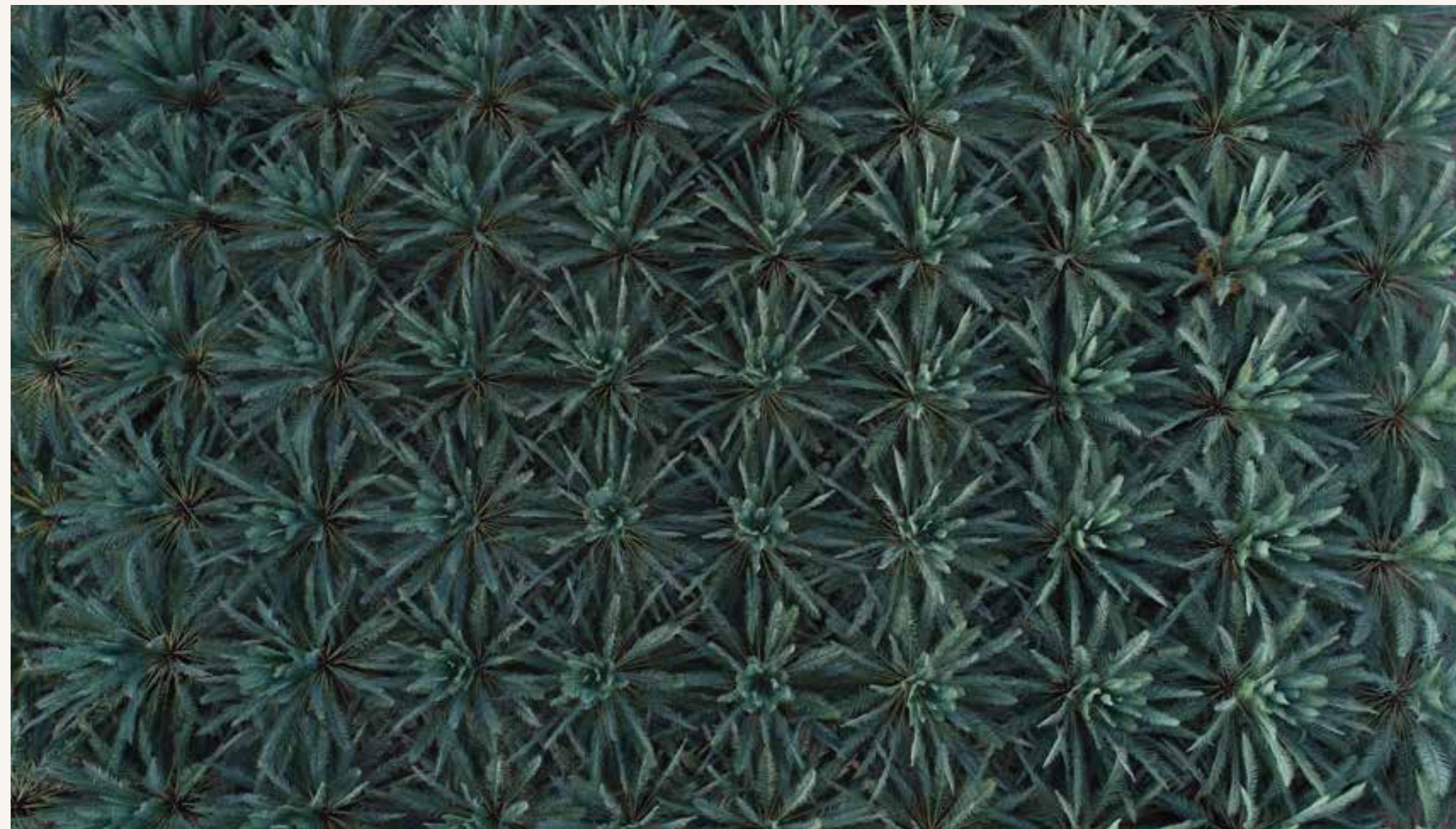
five field days, and **2,509 expert visits** across **22 villages**, reaching **3,237 farmers**. It promoted **66 promising crop varieties**, identified **13 superior clones**, issued **37 practical brochures**, enabled **5,059 agri-tech adoptions**, and engaged **183 community**

leaders, evidence of scale and depth that translated into measurable productivity gains, such as



date yields rising from **6.6** to **6.7 t/ha** and a targeted citrus yield of **20.6 t/ha**

These outcomes demonstrate how targeted training and technology adoption build local capacity, diversify production, and strengthen resilience across the sector, with the model now scaling to ensure access for all AlUla farms.



Date palm trees - AlUla Cultural Oasis



GRI Disclosures

◆ **GRI 203-2** Significant indirect economic impacts



RCU KPIs

◆ Digital Transformation index (Qiyas)



◆ Percentage of innovative projects attempted

◆ Percentage of innovative projects adopted



◆ Percentage of innovative recommendations implemented in projects



RCU's digital transformation initiatives made significant strides in 2024, reinforcing AlUla's position as a forward looking and innovation driven region. The expansion of the E-Services Platform and the Open Data Portal enabled smarter governance and broader access to public data. These efforts contributed to a Digital Transformation Index (Qiyas) score of **82%**, underscoring RCU's progress in embedding technology across its operations. With **2%** of projects classified as innovative throughout the year, **8%** of innovative projects adopted, and a **24%** implementation of

innovative ideas, RCU continues to foster a culture of experimentation and scalable innovation that supports sustainable development and economic diversification.

Further advancing its smart infrastructure, RCU subscribed to the ThingsTalk Platform, an open source IoT solution that collects and visualises sensor data to enhance operational efficiency and product development. The platform supports scalable integration across sectors, reinforcing AlUla's digital backbone.



RCU employees using digital tools

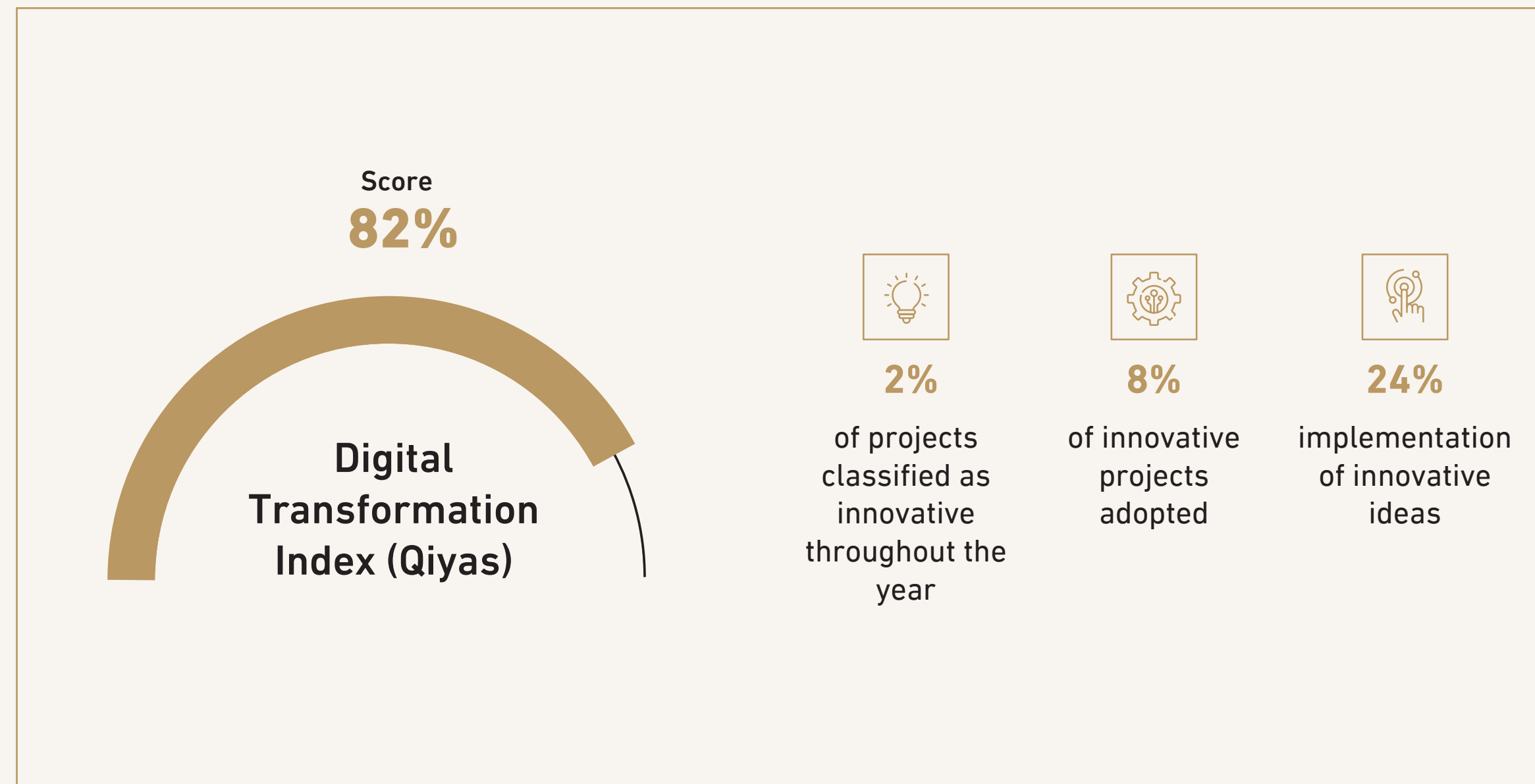
The Early Weather Notice Project was also introduced to provide timely alerts and forecasts, helping residents and organisations prepare for adverse weather events, an important step in climate adaptation and public safety.

RCU also signed a framework agreement with Saudi Telecom Company (STC) to deploy Cell on Wheels (COW) units, ensuring seamless communication during major events. Additionally, the rollout of customised ICT towers across AlUla County has strengthened connectivity and supported the region's growing digital infrastructure needs.

Together, these initiatives reflect RCU's strategic commitment to building a diversified economy, one that draws strength from AlUla's natural assets while embracing the possibilities of science, technology, and creative enterprise.



Discussing innovative ideas





Green Finance

In alignment with SDG 8: *Decent Work & Economic Growth* and SDG 13: *Climate Action* and Saudi Vision 2030, RCU is ensuring that AlUla's growth remains environmentally conscious and economically inclusive. RCU continues to prioritise environmental sustainability across its planning and investment decisions, laying the groundwork for future green finance integration.

RCU is currently advancing efforts to integrate sustainable finance into its broader capital planning. This includes work on aligning with international frameworks, strengthening internal reporting practices, and exploring green-aligned financing solutions for major infrastructure projects such as the Tramway.



AlUla Experiential Electric Tramway rendering and designed route serving 17 stops across the County





Local Content

Building a sustainable future for AlUla means ensuring that its people are not only included in the region's transformation, but are leading it. RCU places local content at the centre of its development efforts, focusing on empowering communities, supporting local enterprise, and creating meaningful employment opportunities.

By investing in local talent and providing targeted training in fields such as management and technology, RCU is strengthening the capabilities of AlUla's workforce and laying the foundation for long term economic resilience.



Agriculture markets - Al Manshiyah



Entrepreneurship & Local SMEs



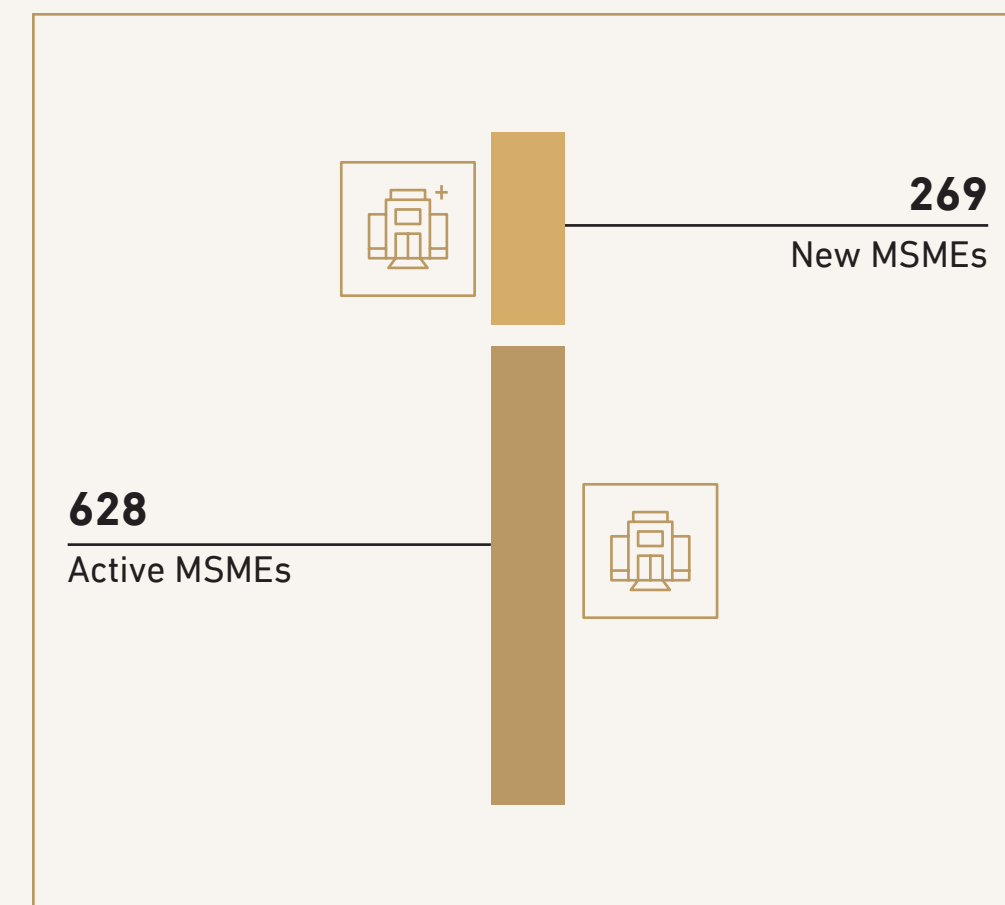
Local SMEs – Al Manshiyah

In alignment with SDG 8: *Decent Work and Economic Growth*, and Saudi Vision 2030, Entrepreneurship is a key driver of AlUla's economic diversification and community empowerment. RCU continues to foster a supportive environment for MSMEs, recognising their role in job creation, innovation, and community empowerment.

In 2024, AlUla welcomed **269 new MSMEs** and achieved a total of **628 active MSMEs** operating for three years or more, a significant increase from 556 MSMEs in 2023. These enterprises span a wide range of sectors, from tourism and hospitality to agriculture, retail, and creative industries, reflecting the region's growing entrepreneurial spirit and economic diversity.

To further support business growth, RCU launched an SME Incentive Programme designed to help local entrepreneurs thrive

during peak seasons and sustain their operations year-round. The programme is open to all business levels and has been met with high compliance and satisfaction, ensuring broad participation and long-term viability.



RCU also introduced a Founding Partners sponsorship model, inviting private sector companies to align with core programmes and CSR initiatives across culture, natural heritage, and sports. These long-term partnerships go beyond financial contributions, offering capacity building, operational support, and knowledge exchange that directly benefit local entrepreneurs and SMEs.

To support local farmers, RCU launched Project Agriculture Markets, across Al Manshiyah, Al Sokhirat, and Al Mazham. It strived to activate local farmers' markets to strengthen market access for farmers and small producers while boosting local economic activity. From May to December, three markets operated across key locations, selling **718,637 kg of local produce** and generating

over **3.56 million SAR** in revenue

The initiative engaged **240 farmers** and **291 small business owners**, hosted three agri-seasons and **three community initiatives**, and promoted eco-friendly practices throughout. These efforts provided seasonal access, improved logistics, and created vibrant platforms that connect producers with consumers, reinforcing entrepreneurship and supporting the growth of local SMEs in AlUla.

فايزز العلا Vibes AlUla

Building on earlier efforts, RCU continued to scale its "Vibes AlUla" platform, which includes the AlUla Opportunity Initiative. This initiative has delivered tangible impact through hackathons, training camps, and awareness events, helping local entrepreneurs develop prototypes and business ideas. In 2024, **285 participants** benefited from these programmes, resulting in **21 new prototypes** and the launch of the Film Industry Incubator, which aims to establish **24 local enterprises** and build a supply chain for the film sector.



A space for youth entrepreneurship - Vibes AlUla



GRI Disclosures

◆ **GRI 201-1:** Direct economic value generated and distributed



◆ **GRI 413-1:** Operations with local community engagement, impact assessments, and development programs

RCU KPIs

◆ Number of new MSMEs in AlUla

◆ Number of active MSMEs for 3 years or more in AlUla

◆ Number of non-religious non-profit organisations (NPOs) active per 1,000 population

◆ Satisfaction level with non-religious non-profit organisations (NPOs) services



To raise awareness and build entrepreneurial capacity



39 community events were held to promote economic opportunities in AlUla.

In collaboration with the Small and Medium Enterprises General Authority, RCU also conducted an analysis of the SME and entrepreneurship ecosystem and developed a tailored Investment Guide to support local business development.

Further strengthening the ecosystem, a strategic partnership with the Cultural Development Fund was established to empower SMEs in the cultural sector, improve access to financing and licensing, and enhance artisan skills in handicrafts. These efforts aim to position AlUla as a leading cultural destination while supporting the growth of creative enterprises.

Additionally, the Tourism Manifesto and Commercial Strategy introduced in 2024 have helped align stakeholders across tourism, hospitality, and investment sectors, while embedding a commercial mindset that promotes private sector engagement, financial sustainability, and business excellence, further reinforcing the enabling environment for local SMEs.

Building a resilient and diversified economic ecosystem also depends on strong collaboration with non-profit organisations and private investors. Despite these efforts, the number of active non-religious non-profit organisations per **1,000 population** declined from **0.53** in 2023 to **0.25** in 2024. This reduction highlights a gap in stakeholder engagement and underscores the need for a more targeted approach to increase NPO participation. Notably, satisfaction with NPO services rose significantly



from **85%** in 2023 to **98%** in 2024

indicating strong public appreciation for the quality of services provided. In response, RCU is enhancing its outreach efforts to encourage greater community involvement and support for cultural and economic initiatives. These partnerships are essential to unlocking public and private sector contributions that advance AlUla's long-term development goals and foster inclusive, sustainable growth.

Together, these initiatives reflect RCU's commitment to building a dynamic and inclusive economy, one where entrepreneurship is nurtured, local businesses are supported, and opportunities are created for AlUla's communities to lead and thrive.



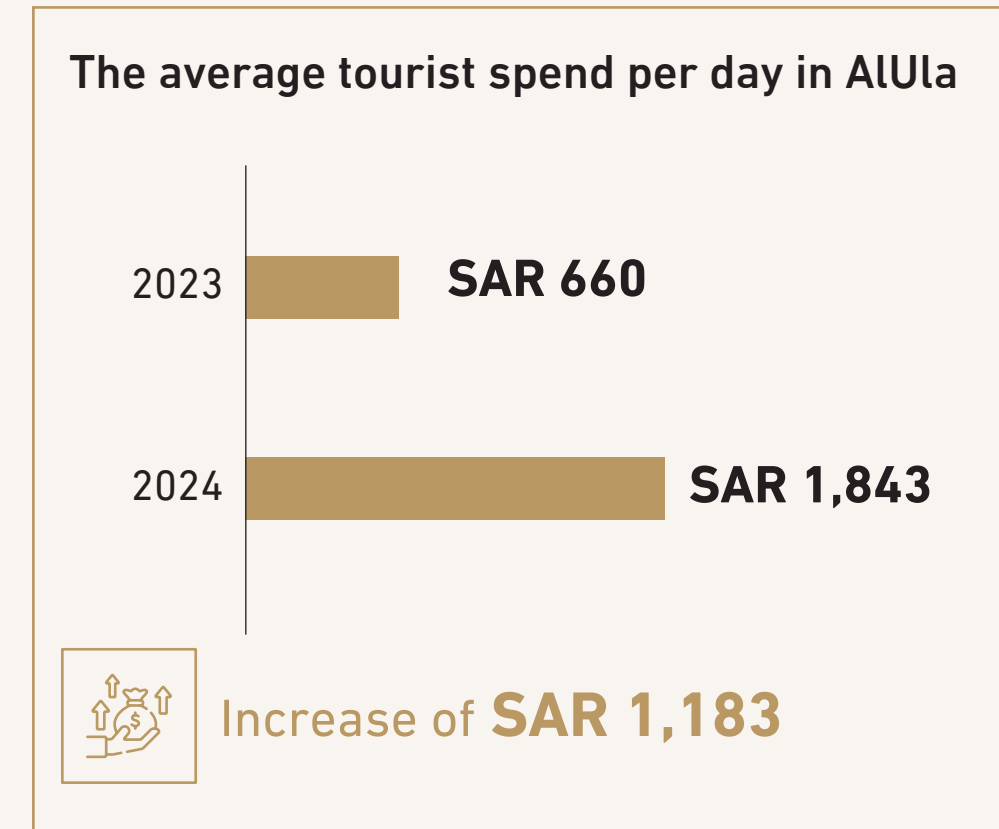
AlUla Global Gathering - Maraya



Local Production & Consumption

In alignment with SDG 8: *Decent Work and Economic Growth* and SDG 12: *Responsible Consumption and Production*, and Saudi Vision 2030, RCU has made significant strides in generating and distributing economic value through initiatives that empower local communities and promote sustainable practices. We continue to advance our sustainability agenda by fostering a resilient local economy rooted in agriculture, artisanal production, and responsible consumption.

The average tourist spend per day in AlUla rose sharply to **SAR 1,843** in 2024, up from **SAR 660** in 2023, reflecting the growing appeal of locally integrated experiences and products. This increase is underpinned by a strong commitment to local sourcing, with **88%** of procurement spend directed to local suppliers, ensuring that economic benefits are retained within the community and supporting the development of small businesses and entrepreneurs.



Agriculture remains a cornerstone of AlUla's local production efforts. With **4,658 farms** registered across the region, **171,915 tons of dates** were produced from more than **4.1 million palms** spanning **16,831 hectares**. The AlUla Date Auction 2024 facilitated the sale of **4,000 tons of dates**, engaging **843**



Tourist shopping at a local gift shop

farmers and 152 traders, and attracting more than **1,500 attendees**. The event also recognised distinguished farmers and outstanding produce, reinforcing quality and innovation in the sector. Complementing this, the AlManshiyah Farmers Market generated revenues



exceeding **SAR 307,000**

through the sale of **2.5 tons of dates**, welcoming **8,883 visitors** and featuring the participation of **19 farmers** and **43 individuals** from small businesses and handicrafts. Further diversified fruit production in AlUla includes citrus fruits, with approximately **700 ha** of citrus orchards amounting to approximately **406,000 trees**, **85%** of which are already productive. The Summer Fruit Season added further momentum, recording sales of **2.8 tons of fruits** and



generating **SAR 168,000** in revenue



Local fruit markets - Al Manshiyah

with contributions from **11 farmers** and **29 small business participants**. Agricultural efforts also include crop diversity, with crop dataset confirming **379 ha** mixed fruit, **113 ha** vegetables, **2,170 ha** fodder, **97 ha** Moringa peregrina along with date Palm and Citrus. These crops are strategic for resilience, nutrition, and sustainable production.

AlUla's agricultural innovation was further highlighted through its participation in the fifth edition of the International Dates Conference & Exhibition, where **12 farmers** showcased and sold their AlUla date products. RCU was honoured with the Excellence Award in Innovative Palm Tree Technologies by the National Centre for Palms and Dates, recognising its efforts in implementing modern technologies that enhance sustainability and efficiency in palm cultivation.



GRI Disclosures

GRI 201-1 Direct economic value generated and distributed



GRI 413-1 Operations with local community engagement, impact assessments, and development programs



RCU KPIs

Average tourist spend per day



In the realm of cultural production, Madrasat Addeera continues to play a pivotal role in empowering local artisans and preserving AlUla's artistic heritage. The launch of an online store and the creation of a comprehensive product catalogue have expanded market access for handcrafted items, artistic products, and publications. These platforms not only celebrate traditional craftsmanship but also provide sustainable income opportunities for artisans, many of whom are women.

Further contributing to local enterprise and innovation, the AlUla Peregrina Trading Company has developed a range of personal care products derived from the Moringa Peregrina tree, native to the region. The company produces virgin Peregrine oil, lipolysed and

hydrolysed extracts, which are used in shampoos, hand soaps, body washes, conditioners, and moisturisers. This initiative exemplifies the integration of natural resources into sustainable product development, while supporting local agriculture and biodiversity.

Through these interconnected efforts, AlUla continues to build a thriving local economy that values sustainability, cultural heritage, and community empowerment. The region's approach to local production and consumption not only contributes to global sustainability goals but also ensures that the benefits of development are fairly shared among its people.



Handmade products



Locally made arts and tapestries - AlUla's Old Town market



Local Job Creation

In alignment with SDG 8: *Decent Work and Economic Growth*, and Saudi Vision 2030, RCU's development efforts continue to prioritise inclusive economic growth through the creation of meaningful employment opportunities across both tourism and non-tourism sectors, and has made significant progress in generating jobs that support local livelihoods and community resilience.

As of 2024, the cumulative number of jobs generated by non-tourism sectors reached **8,326** up from **6,123** jobs in 2023, reflecting the impact of initiatives in agriculture, cultural production, and sustainable enterprise. These roles span farming, artisanal crafts, product development, and local supply chain operations, contributing to economic diversification and long-term stability.

A total of **10,495** new jobs were generated

2,169
in the
tourism
sector



8,326
in non-
tourism
sectors



140
in arts and
culture



Artisanal arts, crafts, and tapestries markets - Old Town



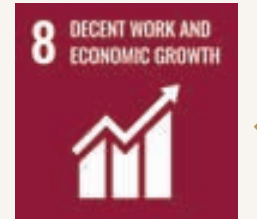
Local coffee shops - Old Town



Tourist participating in local hand craft

While the tourism sector remains a key driver of employment in AlUla, it generated **2,169** jobs in 2024 encompassing roles in hospitality, guiding services, retail, event management, and cultural experiences, many of which are filled by local residents. Notably, **53%** of employees in AlUla Hotels & Resorts are Saudi nationals, highlighting the sector's contribution to national workforce development and local talent integration. We are actively incubating new tourism sub-sectors, including wellness, creative industries, like film and sports, and adventure, further advancing the diversification of opportunities and new jobs. The sector's growth has not only elevated the county's global profile but also ensured that the benefits of tourism are shared broadly across the community.

Together, these efforts underscore AlUla's commitment to building a dynamic and inclusive local economy, where job creation is both a measure of success and a catalyst for sustainable development.



GRI Disclosures

GRI 203-2
Significant indirect economic impacts

RCU KPIs

Cumulative number of jobs generated by other non-tourism sectors

Number of jobs generated by the tourism sector

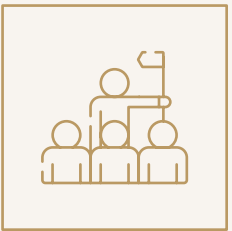
Number of jobs generated from the arts and culture sectors

Percentage of Saudi residents engaged in AlUla Hotels & Resorts



08

Leading with Integrity and Transparency



Leading with Integrity and Transparency

RCU's governance framework is the backbone of its commitment to ethical leadership, institutional integrity, and strategic transparency. With structured oversight from a high-level Board, rigorous sustainability reporting, and robust internal controls, RCU transforms governance into a proactive force for responsible development. From policy automation and risk management to anti-corruption measures and inclusive decision-making, every layer of governance is designed to uphold public trust and ensure AlUla's transformation is guided by fairness, resilience, and long-term vision.



Transparency and Accountability

In alignment with SDG 16: *Peace, Justice and Strong Institutions* and Saudi Vision 2030, RCU has elevated its commitment to transparency and accountability by embedding sustainability reporting directly into its core governance processes. Through its Annual Sustainability Report, RCU offers stakeholders a clear view of its performance across environmental, social, cultural, and economic pillars, underpinned by governance. These disclosures are not standalone documents; they are integrated into strategic oversight, ensuring that transparency informs leadership decisions and drives responsible development.

Governance mechanisms such as Board and Committee evaluations and the development of AlUla & RCU strategy refresh, further reinforcing accountability. These efforts reflect RCU's commitment to continuous improvement and responsible development.




RCU's Annual Gathering for 2024 "Together We Grow"



Sustainable Compliance & Reporting

RCU is committed to publishing an Annual Sustainability Report, reinforcing transparency, accountability, and responsible development across its four sustainability pillars. RCU has tracked the timely delivery of projects outlined in the AlUla Sustainability Strategic Roadmap, which was initially focused on environmental initiatives. The

 AlUla & RCU strategy refresh expected to be completed in 2025

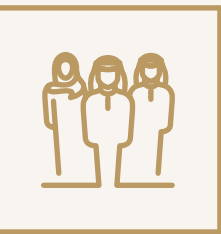
broadens this scope by integrating sustainability across the related strategic objectives, with clear initiatives and measurable targets. In parallel, the Sustainability Monitoring and Evaluation (M&E) framework will be developed to track KPIs and measure progress effectively.



GRI Disclosures

GRI 2-3 Reporting period, frequency and contact point










Leadership Diversity & Independence

In alignment with UN SDG 16: *Peace, Justice, and Strong Institutions*, and Saudi Vision 2030, RCU's governance framework reflects the strategic leadership of its Board of Directors (BoD), the highest authority responsible for oversight, policy approval, and ensuring alignment with RCU's regulatory mandate and long-term objectives. The Board oversees impacts across environmental, social, cultural, and economic dimensions, reinforcing its role in guiding sustainable development.

The Board is chaired by His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud, the Crown Prince, and Prime Minister of the Kingdom of Saudi Arabia, underscoring the strategic importance of AlUla's development within the broader context of Saudi Vision 2030.

				
<p>His Royal Highness Prince Mohammed bin Salman bin Abdulaziz Al Saud</p> <p>The Crown Prince, the Prime Minister Chairman of the Board of Directors</p>				
				
<p>His Royal Highness Prince Salman bin Sultan bin Abdulaziz Al Saud</p> <p>Governor of Madinah Province, Member of Board of Directors</p>	<p>His Highness Prince Badr bin Abdullah bin Farhan Al Saud</p> <p>RCU Governor, Member of Board of Directors</p>	<p>His Excellency Dr. Hamad bin Mohammed Al-Sheikh</p> <p>Member of Board of Directors</p>	<p>His Excellency Eng. Ibrahim bin Mohammad Al Sultan</p> <p>Member of Board of Directors</p>	<p>His Excellency Dr. Fahad bin Abdullah Toonsi</p> <p>Member of Board of Directors</p>
				
<p>Dr. Saad bin Abdullah Alsowayan</p> <p>Member of Board of Directors</p>	<p>Dr. Eid bin Hamad Alyahya</p> <p>Member of Board of Directors</p>	<p>Eng. Mosa bin Omran Alomran</p> <p>Member of Board of Directors</p>	<p>Dr. Khaled Omar Azzam</p> <p>Member of Board of Directors</p>	<p>Eng. John Pagano</p> <p>Member of Board of Directors</p>



GRI Disclosures

GRI 2-9
Governance structure and composition

GRI 2-10
Nomination and selection of the highest governance body

GRI 2-11
Chair of the highest governance body

GRI 2-14
Role of the highest governance body in sustainability reporting

GRI 2-17
Collective knowledge of the highest governance body

GRI 2-18
Evaluation of the performance of the highest governance body

GRI 2-19
Remuneration policies



To support its mandate, the Board has established **six** board committees:



Each committee operates under a defined charter with clear roles and authorities, enabling focused oversight and efficient decision-making across RCU's diverse operational areas.

Committees' compositions are carefully structured to ensure relevant expertise and diverse perspectives are embedded into governance processes. While formal measures to advance the Board's collective knowledge on sustainable development are still evolving, committees such as the Risk Management Committee play a key role in identifying and addressing emerging risks, including those related to sustainability. The Executive Committee also ensures that strategic plans and projects, including sustainability components, are reviewed and endorsed prior to Board approval, maintaining alignment with RCU's broader governance framework.

To promote accountability and continuous improvement, annual performance evaluations are conducted for each committee. Managed internally by the Board Secretariat, these evaluations assess governance effectiveness, strategic contributions, and member engagement. Evaluation results are shared with each committee and summarised for the Nomination and Remuneration Committee, which reviews compositions and makes recommendations

to the Board. Moreover, in 2024, a review of the Committees' composition was undertaken in light of the conclusion of some Committees' terms, including that of the Audit Committee. As a result, a dedicated Risk Management Committee was established, previously operating under the Audit Committee's scope, to strengthen risk management and internal control oversight and clarify committee responsibilities.

Board and Committee members receive a fixed annual remuneration, in addition to meeting attendance allowances. These remunerations are set by the Council of Development and Economic Affairs (CEDA), in accordance with Council of Ministers Resolution No. 135 dated 13/02/1445H, corresponding to 26/08/2023, ensuring fairness, transparency, and alignment with public sector governance standards.

Ongoing engagement is further supported through a monthly newsletter, keeping Board and Committee members informed about RCU and AlUla developments.



Internal Governance

In alignment with UN SDG 16: *Peace, Justice and Strong Institutions* and Saudi Vision 2030, RCU's internal governance is designed not just to regulate, but to empower. It transforms principles like integrity, transparency, and accountability into daily practice, ensuring that AlUla's development is guided by fairness, resilience, and long-term vision.

In 2024, this governance model evolved into a more dynamic system, integrating long-term financial planning, expanding compliance monitoring, and embedding ethical standards into

every layer of decision-making. From the Code of Ethics to the Conflict of Interest Policy, RCU ensures that governance is not a support function but a strategic driver of trust and performance. This commitment is reflected in how RCU manages risk, develops policies, and responds to emerging challenges. Whether through the various initiatives and programmes, RCU has built a governance framework that is agile, inclusive, and future-focused.



RCU Headquarters



Compliance with the Code of Ethics

In alignment with UN SDG 16: *Peace, Justice and Strong Institutions* and Saudi Vision 2030, acting with integrity is a core belief at RCU and a foundational principle shaping AlUla. By integrating ethical standards into operational and financial oversight, RCU aims to cultivate a governance-driven culture with integrity at the centre of AlUla's sustainable development.



Our Code of Ethics outlines the values and standards that shape how employees and leadership conduct themselves, not just as a policy, but as a commitment to fairness, transparency, and doing the right thing. It ensures that decisions are made in the best interest of the organisation and its stakeholders, reinforcing a culture of ethical governance.

To embed these principles into daily operations, RCU has implemented a comprehensive ethics and compliance framework, outlined in the Corporate Ethics & Compliance Policy. This framework defines the controls, rules, and standards necessary to manage corporate ethics and compliance (CEC) across all sectors, departments, projects, and stakeholders. It includes lifecycle management of compliance systems, governance structures with clear roles and responsibilities, and robust communication and reporting mechanisms.

Additionally, our Code of Conduct serves as a behavioural and ethical compass for all RCU personnel. It promotes professional values, ethical decision-making, and respectful workplace conduct. The Code prohibits misuse of authority, outlines processes for reporting violations and handling complaints, and reinforces the importance of maintaining a safe, inclusive, and accountable work environment.

To embed these principles into daily operations, RCU has implemented clear policies, regular training, and monitoring mechanisms that promote ethical behaviour across all levels of the organisation.

RCU has also established a comprehensive Conflict of Interest (COI) Policy to safeguard ethical governance and ensure impartial decision-making. The policy is designed to identify, prevent, and manage situations where personal interests may conflict with professional responsibilities. All staff are required to act with integrity and transparency, with regular disclosures and monitoring mechanisms in place to uphold accountability. The enforcement of this policy has led to improved organisational integrity, strengthened public trust, and reduced exposure to legal and reputational risks. It also supports RCU's broader anti-bribery and anti-corruption measures, reinforcing its commitment to responsible governance.

Together, these efforts reflect RCU's ongoing commitment to ethical governance, transparency, and institutional accountability.





Internal Policies & Regulations

In alignment with UN SDG 16: *Peace, Justice and Strong Institutions*, and Saudi Vision 2030, RCU's internal policies and external regulations are designed to guide decision making, ensure compliance with national mandates, and embed ethical and sustainable practices across all levels of RCU and throughout AlUla.

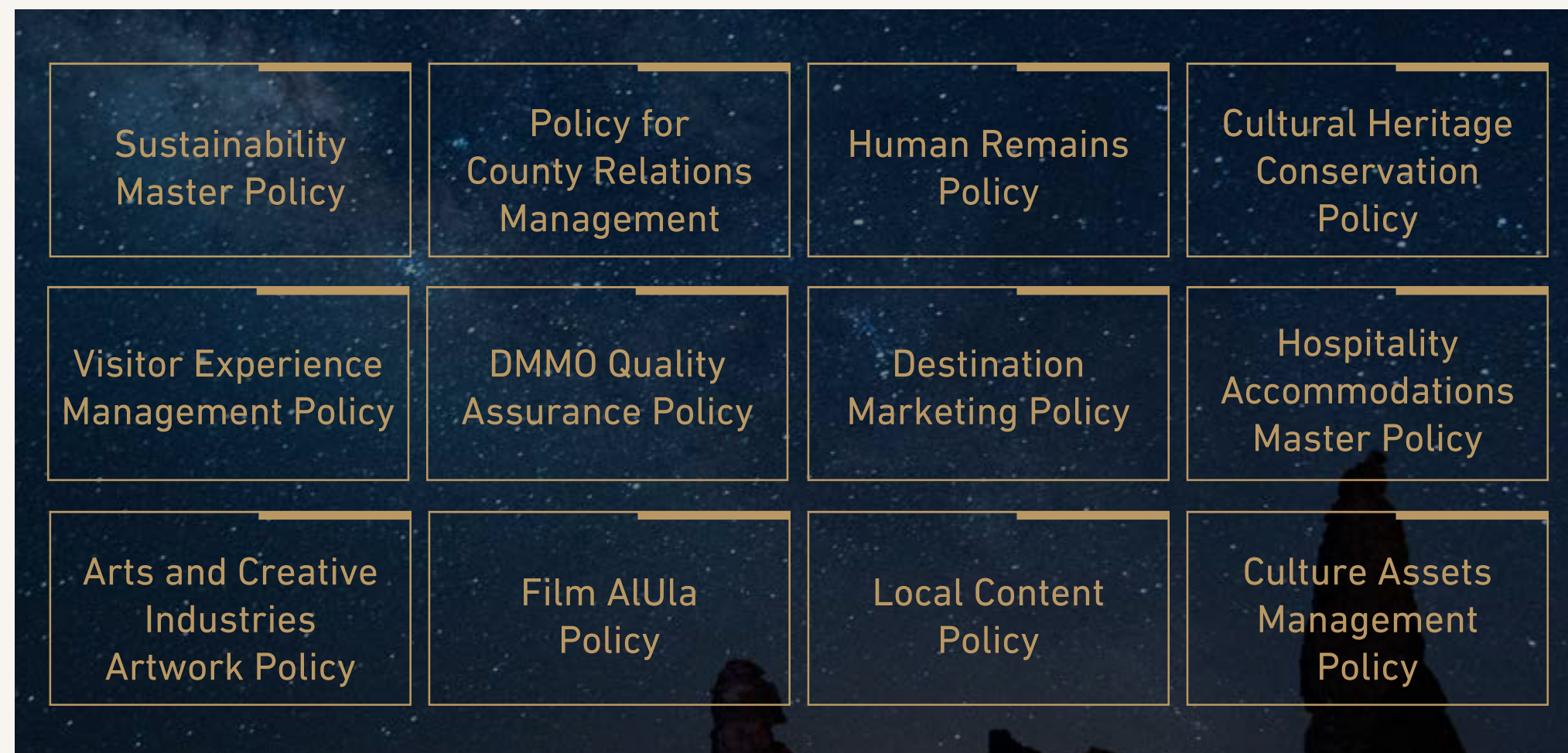
RCU operates under a governance model designed to support its supervisory, regulatory, and executive responsibilities. At the core of this structure is RCU's Board of Directors, which plays a central role in guiding strategic direction, approving policies, monitoring performance, and ensuring compliance with applicable laws and regulations. The Board also oversees the governance frameworks of RCU's subsidiaries and provides strategic support to executive management. Its effectiveness is reinforced through the expertise of its members and the work of specialised committees.

Supporting this structure is Governance, Risk, and Compliance (GRC), which plays a critical role in maintaining structured governance across the organisation. GRC is responsible for developing internal policies approved by the BoD. While the Organizational Excellence Department is responsible for internal policies approved by the Governor. This establishes clear decision-making responsibilities at the strategic, operational, and process levels,

contributing to a more agile and accountable institution.

Our internal policies form the backbone of operational integrity, aligning RCU's activities with its strategic objectives and regulatory responsibilities. In 2024, RCU achieved a major milestone by approving and circulating a comprehensive set of internal policies that span critical domains such as culture, tourism, heritage, hospitality, and county support services. These include, but are not limited to:

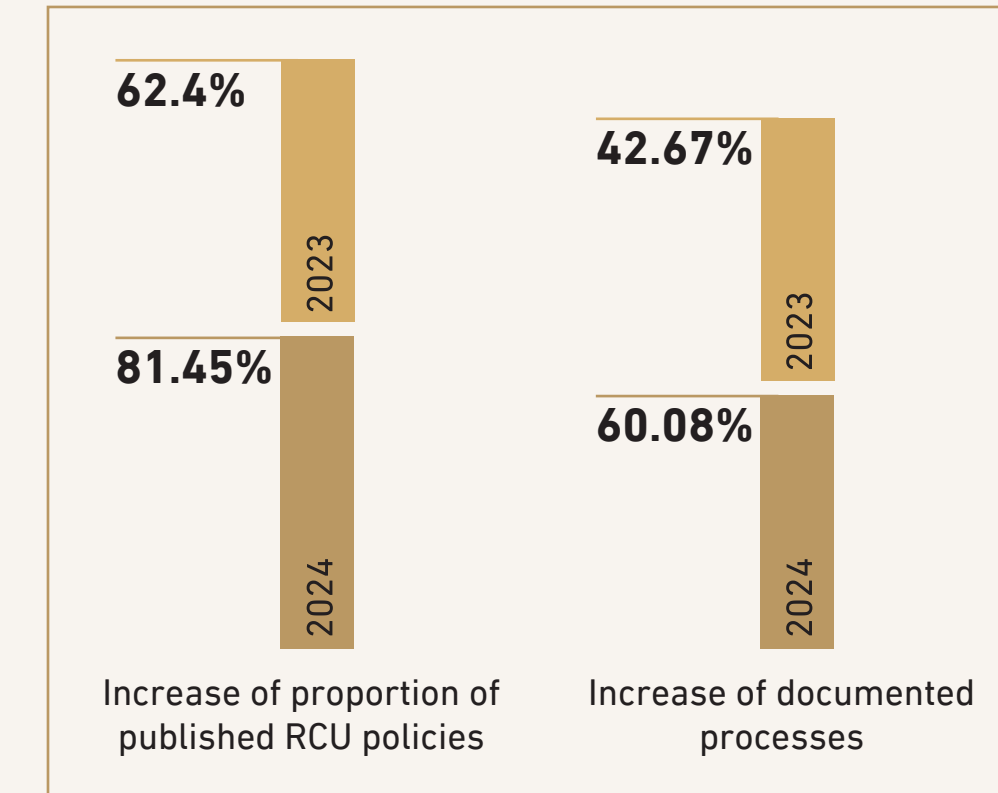
Together, these policies reinforce RCU's commitment to structured governance and sustainable development across AlUla. The addition of new policies is reflected in the



increase of proportion of published RCU policies from **62.4%** in 2023 to **81.45%** in 2024.

Policy transparency and process maturity have continued to advance meaningfully. For example, documented processes increased from **42.67%** in 2023 to **60.08%** in 2024. This increase reflects RCU's deliberate effort to make internal guidance not only accessible and actionable but also deeply embedded into daily operations. Through structured implementation supported by training, monitoring, and regular reviews, RCU ensures that policies are actively practiced, not just documented, thereby reinforcing a culture of operational discipline and institutional accountability.

These governance enhancements have had a measurable impact on performance. RCU's Schedule Performance Index (SPI) improved from **0.87** in 2023 to **0.93** in 2024, indicating better alignment between planned and actual project timelines. Additionally



90% of RCU's strategic KPI targets were achieved in 2024

a direct result of strengthened internal governance and improved execution discipline. This year's achievement shows a slight increase from 88% in 2023, and surpassed this year's target of 85%.



GRI Disclosures

GRI 2-23 Policy commitments

GRI 2-24 Embedding policy commitments

GRI 2-25 Processes to remediate negative impacts



RCU KPIs

Transparency level of regulatory system of RCU

Percentage of RCU Policies published

Schedule Performance Index (SPI)

Compliance with submission of annual budget plan

Compliance with closing statement criteria

Percentage of RCU Strategic KPI targets achieved

Percentage of documented processes

Our policy development and enhancement targeted initiative, initiated by RCU in 2024, have contributed significantly to the positive figures seen above, as well as:

Completing a successful independent external quality assessment of the internal audit sector, confirming its independence, objectivity, and operational effectiveness.

Representing the Kingdom of Saudi Arabia and AlUla at the IIA's 2024 International Conference in Washington, where RCU delivered a lecture on the advisory role of internal audit in addressing organisational needs.

Launching a policy development platform as part of a broader automation initiative to streamline the creation, review, and approval of internal policies.

Delivering over **120** training workshops and **300** guidance sessions to support policy preparation and improve content quality.

Implementing **80** essential, administrative, and supporting processes since RCU's inception, reinforcing operational structure.

Preparing **21** approved internal policies and **10** updated policies in 2024, demonstrating RCU's commitment to continuous improvement and governance excellence.

The Sustainability Master Policy plays a pivotal role in embedding sustainability across all planning, development, and operational activities within RCU and AlUla. It establishes clear governance and strategic direction, ensuring that sustainability is integrated into decision-making. The policy is built around **four interconnected principles**, Environmental, Social,

Cultural, and Economic, which are addressed in a balanced and integrated manner. The policy also ensures sustainability is reflected in procurement, infrastructure design, community engagement, and economic development.



HIPO Program



In 2024, RCU also expanded its compliance monitoring to include key governance and financial performance indicators. The submission of the annual budget plan took **123 days**, in addition, compliance with closing statement criteria improved



from **70** in 2023 to **83** in 2024

highlighting RCU improvement on financial governance performance.

RCU plays a central role in shaping AlUla's institutional landscape, with the aim of maintaining a clear and transparent regulatory structure that guides governance, coordination, and implementation across the region. Accordingly, we assess our performance through monitoring the transparency level of RCU's regulatory system, which significantly increased to reflecting our strong commitment to institutional clarity.

Assess our performance through monitoring the transparency level of RCU's regulatory system



The role of Legal Affairs & Regulations is vital in supporting RCU's regulatory practices and strategic direction through their key initiatives. It ensures that legal frameworks, regulatory instruments, and institutional mandates are clearly defined and effectively implemented, enabling RCU to operate with transparency, accountability, and legal integrity.

For example, one of the latest regulatory instruments tailored to respond to AlUla unique nature is AlUla Resolution Regarding External Lighting Requirements No. (C/15/25/1), dated 26/12/1446H, corresponding to 22/06/2025G, which included staged implementation of AlUla external lighting standards & guidelines over its geographical jurisdiction.

Additionally, the development of rules for expropriations and provisional seizure of properties is currently in progress, aimed at addressing challenges during development projects within AlUla's geographical boundaries. RCU is currently working on drafting the rules and coordinating with relevant government entities to ensure efficient and coordinated efforts toward public benefit and project success.

RCU notably established the Transfer of Authority (ToA) Executive Program by administrative decision dated 18 January 2023, with the General Counsel serving as Program Head. In accordance with Primary Regulation 38/A (2020), the program manages the staged transfer of roles and responsibilities **across 13 sectors** from **five ministries** and develops the legislative instruments, including bylaws, policies, permits,

and processes, required to operationalize sector mandates. Through **two subprograms**, Transfer of Authority and Legislative Instruments, it equips AlUla's business sectors with clear, enforceable mandates and the tools to implement them.

Together, these efforts reflect RCU's commitment to building a resilient, transparent, and values-driven institution. By embedding ethical standards, structured oversight, and policy transparency into its operations, RCU continues to strengthen its governance culture, supporting AlUla's long-term sustainable development.



Engaging RCU team



Risk Management

In alignment with UN SDG 16: *Peace, Justice and Strong Institutions* and Saudi Vision 2030, RCU's approach to risk management is a foundational element of its governance framework. It enables the organisation to anticipate challenges, protect its reputation, and make informed decisions. To support this, GRC implements risk management and mitigation measures across RCU through the Enterprise Risk Management (ERM) program, which conducts comprehensive annual risk assessments to ensure that risks are systematically identified, evaluated, and addressed across all operational areas.

A key focus area is sustainability which undergoes both strategic and operational risk assessments at the beginning of each year. These assessments are monitored quarterly, with tailored treatment plans developed to help teams stay aligned with their objectives. This process is guided by formal instruments such as the ERM Policy and Manual, which embed risk considerations into decision-making and operational planning.

In 2024, RCU reinforced its risk governance through the active engagement of the Risk Management Committee (RMC) and the Enterprise Risk Management Committee (ERMC). These bodies oversee the organisation's risk posture and ensure alignment with strategic goals. The ERM team also played a pivotal role in supporting sustainability integration, contributing to initiatives including policy development, strategic planning, partnerships, and memoranda of agreement. These efforts ensure that emerging risks are detected early and managed proactively.

To further strengthen its internal control environment, RCU reassessed the maturity of its governance, risk, and compliance in 2024. This led to the development of a **three-year strategic roadmap** focused on building an integrated internal control system and enhancing policy and process alignment. These efforts are helping RCU avoid reputational damage, improve resilience, and better respond to financial risks, including those related to climate change.

Complementing its risk management efforts, RCU maintains a robust Crisis Management Plan designed to ensure an effective and immediate response during critical events. Governed by the Enterprise Resilience Policy, the plan outlines clear actions for team formation, communication strategies, and mitigation measures. It is reviewed and updated regularly to remain responsive to evolving risks. These measures help safeguard institutional reputation, maintain stakeholder trust, and support operational continuity and recovery.

In parallel, RCU has invested in GRC training and awareness to build a governance-driven culture across the organisation. Throughout 2024, the GRC sector conducted multiple training sessions and awareness campaigns to promote understanding of RCU's governance, risk, compliance, and resilience frameworks. These initiatives were delivered through workshops, the Learning Management System (LMS), targeted emails, and interactive sessions, ensuring broad employee engagement. As a result, staff awareness

increased, policy adherence improved, and a stronger culture of accountability and risk consciousness was cultivated.

Together, these integrated efforts reflect RCU's commitment to proactive risk management, institutional preparedness, and continuous learning, key pillars in building a resilient, transparent, and values-driven organisation. By embedding these practices into its governance framework, RCU strengthens its operational integrity and responsiveness, supporting long-term sustainability and public trust.





Anti-Bribery & Corruption

In alignment with UN SDG 16: *Peace, Justice and Strong Institutions*, Saudi Vision 2030, and RCU's strategic objectives, RCU's anti-bribery & corruption efforts aim to promote strong governance across all levels of the organisation. RCU upholds a strict zero-tolerance policy toward bribery, corruption, and fraud, recognising that ethical conduct is fundamental to maintaining public trust and safeguarding its institutional reputation.

This commitment is formalised through

The Anti-Bribery,

Anti-Corruption,

Anti-Fraud Policy

which sets out the rules, controls, and standards required to prevent unethical behaviour across all areas of operation. The policy explicitly prohibits the offering, giving, receiving, or soliciting of improper advantages for personal or professional gain and ensures full compliance with national legislation and international anti-corruption frameworks.



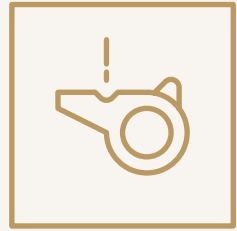
GRC Day -RCU Headquarters

To build internal capacity and promote a culture of integrity, RCU conducts regular training and awareness sessions for employees. These initiatives equip staff with the knowledge to identify and respond to potential risks and are supported by structured processes for assessing corruption-related exposures and communicating relevant policies and processes effectively.

As part of its broader governance enhancement efforts, RCU has invested in digital platforms such as the Governance, Risk, and Compliance Management System, which streamlines internal processes and improves transparency. This tool, combined with ongoing policy development and risk assessments, ensure that anti-corruption practices are not only documented but actively embedded into daily operations and long-term strategic planning.

These measures have strengthened RCU's ethical culture, reduced exposure to legal and reputational risks, and reinforced its commitment to fair business conduct.





Whistleblower Programme

In alignment with UN SDG 16: *Peace, Justice and Strong Institutions* and Saudi Vision 2030, RCU has embedded a Whistleblower Programme as a key component of its internal control system to strengthen its culture of integrity and responsible governance. The Whistleblower Programme provides a secure and confidential channel for employees and concerned parties to report concerns related to misconduct, unethical behaviour, or breaches of internal policies, without fear of retaliation.

Supported by structured governance mechanisms, the programme guarantees that every concern is received, evaluated, and addressed appropriately, reinforcing RCU's commitment to ethical accountability and open communication. In addition, RCU has launched Whistleblowing Platform in place to support transparency, accountability, and ethical conduct across its operations. The purpose of this Platform is to establish clear controls, rules, and standards for reporting actual

or suspected breaches of applicable laws, directives, RCU Bylaws, and internal policies and procedures. It is designed to encourage employees and concerned parties to report concerns, ensure that all cases are addressed promptly and professionally, and guarantee that every report is treated with the utmost confidentiality and seriousness.

By empowering individuals to speak up and ensuring that their concerns are taken seriously, RCU helps enhance the resilience and credibility of its governance framework.



GRI Disclosures

GRI 2-16
Communication of critical concerns

GRI 2-26
Mechanisms for seeking advice and raising concerns



Ecosystem Governance

In alignment with UN SDG 12: *Responsible Consumption and Production* and SDG 16: *Peace, Justice, and Strong Institutions*, RCU's ecosystem governance framework integrates responsible procurement with multi-layered resilience to ensure sustainable, secure, and ethical development across AlUla. Together, these efforts help create a transparent, future-ready foundation that supports long-term impact and operational integrity.

By embedding environmental and social standards into supplier selection and prioritising local sourcing, RCU reinforces its commitment to regional growth and sustainability. At the same time, ecosystem resilience is advanced through strategic land management, GIS-enabled wildlife tracking, robust cybersecurity, and institutional continuity planning.



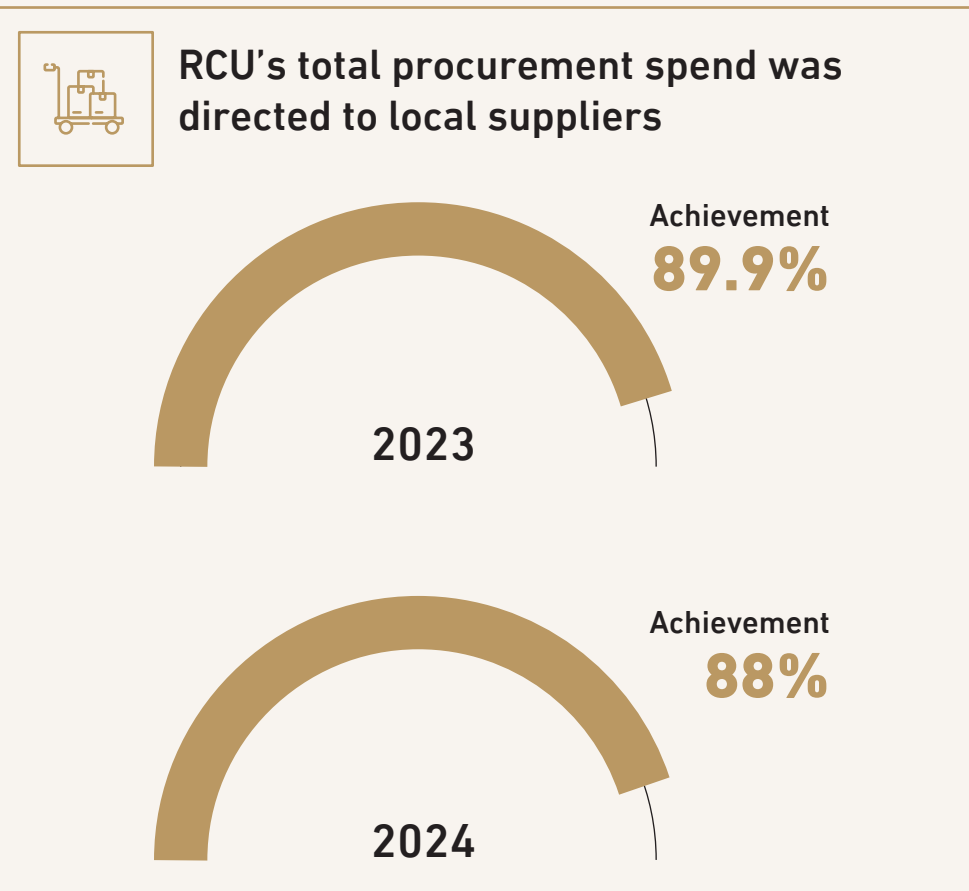
RCU leadership in a crisis readiness virtual simulation exercise



Responsible Procurement & Supply Chain

In alignment with UN SDG 12: *Responsible Consumption and Production*, and Saudi Vision 2030, RCU's procurement practices are strategically designed to promote sustainability, ethical sourcing, and local economic development. By embedding environmental and social considerations into supplier engagement, RCU ensures that its supply chain reflects the organisation's values and contributes to long-term impact.

In 2024, **88%** of RCU's total procurement spend was directed to local suppliers, maintaining a strong commitment to supporting the local economy. This performance builds on the 2023 figure of **89.9%**, demonstrating sustained prioritisation of local sourcing and reinforcing RCU's role in enabling regional growth.



RCU's expectations for suppliers are governed by its ESG Supplier Code of Conduct Policy, which outlines a comprehensive framework of standards across environmental, social, and governance dimensions. Suppliers are required to minimise environmental impact, comply with national and RCU-specific sustainability regulations, and uphold fair labour practices, human rights, and workplace safety. The policy also mandates ethical conduct, transparency in

financial reporting, and respect for intellectual property and confidentiality. Suppliers must formally acknowledge and accept this policy as part of their formal engagement with RCU, and failure to comply may result in exclusion from future sourcing events or termination of existing contracts.

At RCU, we place strong emphasis on accountability and transparency across our supply chain. Suppliers are expected to maintain documentation on ESG performance, including details on resource use, emissions, and sustainability metrics, and must notify RCU immediately of any actual or potential violations. To uphold these commitments, RCU may also conduct periodic audits, inspections, and reviews. This balanced approach ensures that our sustainability standards are not only supplier-led but also independently validated, reinforcing our commitment to measurable and responsible procurement.

By embedding sustainability into procurement considerations, RCU reinforces its importance as a cornerstone of ecosystem governance. These efforts form part of a broader strategy to build a responsible and resilient value chain, reduce environmental footprint, and promote fair labour practices across AlUla's development landscape.



Traditional craftsmanship



GRI Disclosures

GRI 2-6 Activities, value chain and other business relationships



GRI 204-1 Spending on suppliers

RCU KPIs

Percentage of spend on local suppliers



Ecosystem Resilience

In alignment with UN SDG 15: *Life on Land*, UN SDG 16: *Peace, Justice and Strong Institutions*, and Saudi Vision 2030, ecosystem resilience at RCU encompass the digital, institutional, and operational systems that underpin secure, reliable, and transparent development. As AlUla's transformation continues across sectors, RCU recognises the importance of embedding resilience into every layer of its ecosystem, including cybersecurity, data protection, governance infrastructure, and land management, to ensure long-term stability and adaptability.

To uphold ecosystem resilience within AlUla, RCU has built the RCU Resilience Framework utilising internationally recognised standards including ISO 22301, ISO 37123, BS 67000, and City Resilience Index (CRI).

RCU Resilience Framework is built around **four domains** including Governance and Strategy, Environment and Infrastructure, People and Communities, and Health and Wellbeing. Under these four domains, there are **12 elements**, three per domain, along which **49 goals** are created. RCU's ecosystem resilience maturity was assessed across **164 aspects**, measured on a scale from 1 to 5. The aggregate average maturity of these goals determined the scores for the framework's elements. This process was subsequently applied at the domain level,

culminating in an overall maturity score. Subsequently, the RCU Resilience Index currently stands at **2.9/5**, with People and Communities at **3.6**, Health and Wellbeing at **3.2**, Governance and Strategy at **2.9**, and Environment and Infrastructure at **2.6**.

Acting as both a strategic roadmap and a source of insights, this supports RCU in measuring and achieving its resilience goals across all domains.

The land release process is a foundational component of AlUla's growth strategy, with a total plot area of

16,695 square meters

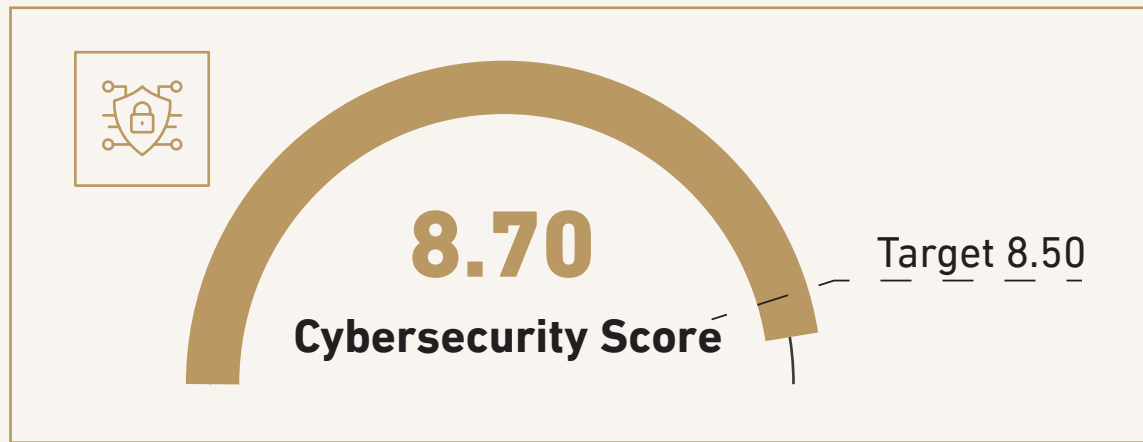
released to date. This process is reliant on securing BOD approvals, reflecting the importance of governance oversight in enabling sustainable and strategic expansion.

A key milestone in this journey is the establishment of an integrated wildlife tracking system using geographic information systems (GIS). This system supports wildlife conservation efforts by enabling deeper understanding of animal behaviour and their natural habitats, contributing to more informed and effective protection strategies.



RCU KPIs
◆ Total Plot Area of land release
◆ Cyber Security Score





Another key aspect of our ecosystem governance, digital resilience, is led by RCU's Cybersecurity Department, which plays a central role in unlocking cyber opportunities within AlUla's ecosystem. In 2024, RCU recorded a Cybersecurity Score of **8.70**, slightly surpassing our target of **8.50**, reflecting ongoing efforts to enhance its cyber defence posture and align with national and international standards. The cybersecurity strategy is built around four key pillars:

<p>Cultivating a security-minded culture and developing skilled cyber professionals to mitigate evolving threats.</p> <p>Empowering Governance and Cyber Culture</p>	<p>Extending cybersecurity across broader segments of AlUla's ecosystem for proactive and reactive threat mitigation.</p> <p>Expanding Security Coverage</p>
<p>Elevating Resilience</p> <p>Enhancing capabilities to dampen the impact of adverse cyber events and ensure continuity.</p>	<p>Unlocking Business Opportunities</p> <p>Aligning cybersecurity with strategic goals to enable smooth operations and cross-sector value creation.</p>

RCU has implemented a layered system of cybersecurity controls, including technical safeguards like firewalls and encryption, administrative policies for user behaviour, and physical protections for hardware. These controls work together to prevent, detect, and respond to cyber threats, ensuring data integrity and business continuity. Comprehensive cybersecurity policies define secure practices for data handling, system access, and threat response, and are regularly updated to stay ahead of emerging risks and technological changes.

Data privacy and security are also key components of RCU's resilience strategy. Security requirements are defined across the data lifecycle, ensuring that sensitive information is protected according to its classification. This includes processes for securing data from creation to disposal, minimising legal risks and promoting efficient data management.

Institutional resilience is reinforced through continuity planning and strategic oversight. RCU continues to strengthen its operational readiness through the development, review, and testing of comprehensive continuity plans. Using Business Impact Analysis (BIA), RCU has developed over **60 resilience plans**, including:

These plans ensure that RCU can continue or recover critical operations to a minimum acceptable level within defined timeframes, guided by Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO).

<p>Business Continuity Plans for essential processes</p>
<p>Disaster Recovery Plans for key systems</p>

Governed by the Enterprise Resilience Policy, this framework helps RCU avoid reputational damage and ensures preparedness for high-impact incidents.

To further enhance operational resilience and field-level responsiveness, RCU launched a platform and smart application for quality monitoring and management. This includes a website and mobile application that enables field teams to monitor and record observations in real time during field visits or events held in AlUla. The system improves data accuracy, streamlines reporting, and supports timely decision-making.

Together, these efforts contribute to a secure, resilient, and trustworthy ecosystem. By reinforcing institutional integrity, protecting digital assets, enabling transparent operations, and advancing environmental goals, RCU is building a future-ready foundation for AlUla's sustainable development.



09

Appendices



Subsidiaries



Museum of Visual and Contemporary Art Company

Established in 2018 as a wholly owned subsidiary of the Royal Commission for AlUla, the Museum of Visual and Contemporary Art Company serves as the principal entity responsible for acquiring artworks for AlUla. It sources pieces from artists, galleries, and international auction houses, contributing to the development of AlUla's cultural landscape.



AlUla Peregrina Trading Company

Established in 2021 as a wholly owned subsidiary of the Royal Commission for AlUla, AlUla Peregrina Trading Company is focused on unlocking the commercial potential of native desert resources, most notably the Moringa tree. The Company is developing a specialised supply chain that transforms this indigenous plant into high quality, sustainable ingredients for global beauty and wellness markets. With a strong emphasis on traceability and responsible sourcing, AlUla Peregrina aims to position AlUla as a leader in nature-based innovation while adhering to rigorous international standards across every stage of production.



AlUla Sports Club Company

AlUla Sports Club Company ("Holding"), a wholly owned subsidiary of RCU since 2023, oversees the operations and development of AlUla Sport Club Company ("the Club"), originally founded in 1981. The company promotes sporting excellence and community pride, while embedding sustainability and conservation into its identity. Representing a region home to six Protected Areas, the Club plays a symbolic role in wildlife protection, notably through its logo featuring the Arabian leopard. This emblem reflects the club's commitment to social responsibility and its contribution to raising awareness around species conservation.



صندوق النمر العربي
ARABIAN LEOPARD FUND

Arabian Leopard Fund

The Arabian Leopard Fund, a related entity of RCU, was established to lead conservation efforts for one of the world's most critically endangered species. With fewer than 120 Arabian leopards remaining in the wild, the fund plays a vital role in protecting this iconic species and its fragile ecosystem. Operating within the broader framework of Saudi Vision 2030, the fund supports both local and international initiatives, fosters community engagement, and promotes environmental sustainability through targeted conservation programmes and partnerships.



Partnerships

In 2024, RCU continued to strengthen its network of strategic partnerships, aligning with Saudi Arabia's Vision 2030 and AlUla's long term development goals. These collaborations span culture, heritage, environment, education, innovation, and tourism, each contributing to AlUla's transformation into a globally recognised model for sustainable development.

Through joint initiatives, knowledge exchange, and community engagement, our partners have played a vital role in advancing AlUla's objectives across conservation, economic diversification, cultural preservation, and organisational excellence. The following section highlights our partnerships and their impact throughout the year.



RCU launching a collaboration with GASCO



France

As part of our commitment to sustainable development and international collaboration, we have established a strategic partnership with the French Republic under a governmental agreement signed in 2018, set to span a decade. This collaboration aims to elevate AlUla's status as a global destination through advisory services and joint development initiatives, ensuring alignment with international standards by transferring best practices, technologies, and expertise. The partnership also serves as a platform for intercultural dialogue and sustainable development, coordinated through the French Agency for AlUla Development (AFALULA). Since its inception, the partnership has significantly deepened cultural ties, fostered human exchanges, and positioned AlUla as a central force in Franco-Saudi relations. It has also catalysed substantial investment, media attention, and institutional cooperation, with wide-reaching societal and developmental impact.

Key Highlights:

- Increased student and tourist exchanges between Saudi Arabia and France.
- Rise in Saudi students studying in France
- Media coverage has exceeded **750 million views** annually since 2018.
- Saudi investment in the partnership exceeds **€1.5 billion**.
- **€236 million** spent on AFALULA up to 2024.
- French private sector secured **€1.25 billion** in contracts, including the AlUla Tramway, Sharaan Resort, and Ferrandi School partnerships.
- **€42 million** allocated over 5 years to partnerships with institutions like Centre Pompidou and Paris 1 Panthéon-Sorbonne University.
- **130 archaeologists** involved in excavations at Khaybar, AlUla Old Town, the Oasis, and Dadan.
- **Two international exhibitions** organised, including "AlUla, Wonder of Arabia" in Paris.
- **Five cultural programmes** implemented at heritage sites such as Hegra and the Arabian Horse Heritage Museum.
- **Over 100 locals** trained by French partners as equestrian trainers and blacksmiths.
- **Eight international sporting events** held, including polo tournaments and endurance races.
- **Ten major cultural events** organised, including participation in Milan Design Week and Art Basel Paris.
- **51** AlUla students awarded scholarships to study in France.
- **Over 300** local plant species produced in AlUla's nurseries to support sustainable agriculture.
- Development of three agricultural value chains: citrus, palm, and moringa.
- **More than 6,000 community members** trained through Saudi-French scholarship and training programmes.



Italy

RCU has established a strategic partnership with the Italian Ministry of Culture to strengthen cooperation in the cultural field and facilitate the exchange of expertise. This collaboration supports RCU's broader objectives by promoting knowledge-sharing around cultural regulations, frameworks, and policies, and by advancing heritage conservation, arts and culture development, and international engagement. Through joint initiatives with leading Italian institutions, RCU has showcased AlUla's cultural vision globally, supported local talent development, and reinforced its commitment to sustainable tourism and spatial development. These efforts contribute directly to RCU's goals of developing a successful and responsible global tourism destination, fostering innovation, building a vibrant and engaged community, and ensuring sustainable economic and spatial growth.

Key Highlights:

- Graduation ceremony held for **12 students** from the Conservation and Restoration Programme following intensive training in Venaria and AlUla.
- RCU, represented by Madrasat AdDeera, participated in Milan Design Week through the "AlUla Design Space" exhibition. The exhibition attracted **4,748 visitors** and was nominated for the "Fuorisalone" award.
- Wadi AlFann presented "Journeys in Land Art: Towards Wadi AlFann in AlUla" at the 60th Venice Biennale, showcasing works of five commissioned artists.
- Activation of the executive programme with the General Directorate of Museums within the AlUla Working Group framework.
- Delegation from Matera visited AlUla under the twinning programme to exchange expertise in heritage and culture management, and develop sustainable tourism strategies.
- RCU participated in the "Homo Faber" exhibition, with Madrasat AdDeera presenting the "Oasis" design inspired by traditional Saudi palm weaving.
- Activation of the executive programme with the National Archaeological Museum of Naples:
 1. Exhibition "Masterpieces from the National Archaeological Museum of Naples" held at Maraya Hall.
 2. Featured **15 masterpieces** from Pompeii, Herculaneum, and Rome.
 3. Attracted **4,491 visitors** and **367 students**.
- Madrasat AdDeera participated in "Artigiano in Fiera" in Milan with three AlUla artists demonstrating traditional crafts including palm weaving, jewellery making, and fine arts.



China

RCU has established a strategic partnership with the People's Republic of China to enhance cultural cooperation across multiple dimensions. This includes participation in cultural festivals and events, the exchange of cultural policies and regulations, artist residency programmes between public and private institutions, and collaboration in heritage preservation and archaeological projects. These initiatives directly support RCU's objectives to develop a successful and responsible global tourism destination, promote organisational excellence, and discover, activate, and conserve heritage. The partnership has led to high impact cultural exchanges, strengthened institutional ties, and elevated AlUla's presence on the international stage, particularly within the context of China's cultural and tourism sectors.

Key Highlights:

- Organisation of the "AlUla, Wonders of Arabia" exhibition in Beijing, attracting **over 200,000 visitors**.
- Signing of a Memorandum of Understanding (MoU) with the Henan Cultural Heritage Administration.
- Hosting of Henan's General Director at the AlUla World Archaeology Summit — the first official Chinese governmental visit to AlUla.
- RCU's inclusion in an MoU between the Ministries of Culture of Saudi Arabia and China to enhance joint cooperation.
- RCU became a founding member of the "International Tourism Alliance of Silk Road Cities," now comprising **over 63 tourist cities** worldwide.
- Participation in the International Conference of Archaeological Capitals in Luoyang.
- Organisation of an AlUla exhibition at the Saudi Travel Expo held in TianTan Garden, a historic site in China.
- Signing of a 5-year partnership agreement with the prestigious Dunhuang Academy to connect both tourist cities through joint cultural projects. The announcement of this partnership achieved **over 2 billion views**, reflecting the Academy's global recognition.



United Nations Educational, Scientific, and Cultural Organisation (UNESCO)

RCU has a strategic partnership with UNESCO to protect, develop, and promote AlUla's rich cultural and natural heritage. This collaboration aims to position AlUla as a global hub for heritage and creativity, driving sustainable tourism in alignment with Saudi Arabia's Vision 2030. Leveraging UNESCO's global expertise, the partnership strengthens local capacities, fosters international networks, and supports regional development through education, culture, and innovation. It actively empowers local communities particularly youth and women while showcasing AlUla's unique identity on the global stage. These efforts directly contribute to RCU's objectives to discover, activate, and conserve heritage; develop arts and culture offerings and communities; regulate effectively; attain human capital excellence; and achieve organisational excellence.

Key Highlights:

- Enhancement of storytelling for World Heritage sites to enrich community engagement and visitor experience.
- Organisation of a workshop on best practices for World Heritage visitor centres, with participation from UNESCO sites in China, South Africa, Spain, and France.
- Workshop held at UNESCO headquarters, including an educational visit to the Palace of Versailles to support the development of a joint interpretation plan for Hegra and future cultural assets.
- Continued participation in online workshops to prepare and co-develop the interpretation plan for 2025.
- Plans underway for a joint exhibition with UNESCO on the role of architecture in heritage visitor centres, to be featured at the Venice Biennale 2025.

Partnership Outcomes:

- Safeguarding AlUla's Heritage: Collaboration among local communities, educational institutions, and government bodies to preserve heritage and position AlUla as a centre for cultural and social innovation.
- Inclusive Growth: Alignment with national priorities under Vision 2030 and global frameworks such as the UN Sustainable Development Goals and the African Union Agenda 2063.
- Active Stakeholder Engagement: Policymakers, heritage experts, educational institutions, and local communities including youth and women play a central role in heritage protection and ownership.
- Skill Development: Local stakeholders, especially youth and women, apply newly acquired knowledge and skills through the partnership.
- Commitment to Inclusion and Cohesion: Engagement across sectors such as tourism and sports to scale activities that promote social inclusion and community cohesion.
- Global Public Good: Culture and heritage are positioned as global public goods, enhancing accessibility, employment, and visitor experiences in the cultural and creative industries.
- Intercultural Dialogue for Development: Use of sport and intercultural dialogue to support community development, employability, wellbeing, and social cohesion.



International Union for Conservation of Nature (IUCN)



RCU has formed a strategic, multi-sectoral partnership with IUCN to protect and ensure the sustainability of AlUla's natural biodiversity. This collaboration engages local communities and visitors in conservation efforts, while supporting RCU's objectives to conserve nature and wildlife, regulate effectively, foster innovation, and develop a successful and responsible global tourism destination. Through the implementation of technical projects with field presence, provision of legal advice, and development of sustainable financial plans, the partnership promotes environmental stewardship and organisational excellence. It also contributes to human capital development by encouraging knowledge sharing and community involvement in conservation initiatives.

Key Highlights:

- Publication of an influential OpEd in Al Arabiya titled "The Power of Sports to Advance Nature Conservation" in August 2024.
- Launch of the flagship Agriculture and Conservation report at the IUCN Leaders Forum in October.
- Release of the Arabic version of the report at UNCCD COP16 in December, expanding accessibility across the region.
- Recognition of sports as a catalyst for conservation, fostering collective commitment to environmental protection.

Cultural Development Fund (CDF)



RCU signed a Memorandum of Understanding with CDF to collaborate on financial and non-financial services, investment, and incentive programmes in the cultural sector. This strategic partnership is designed to enable sustainable growth, foster creative entrepreneurship, and generate long-term cultural impact in AlUla. Through targeted initiatives, the partnership supports the development of cultural industries, particularly in the film sector, the empowerment of small and medium-sized cultural enterprises, and the enhancement of artisan skills in traditional handicrafts. These efforts contribute directly to RCU's objectives to attain organisational excellence, develop a vibrant and engaged community, build a sustainable economy, and attract investment and funding for AlUla.

Key Highlights:

- Support for the growth of the film sector as part of AlUla's cultural industries strategy.
- Empowerment of small and medium-sized cultural enterprises.
- Launch of a dedicated programme to enhance the skills of artisans in handicrafts.
- Reinforcement of AlUla's position as a leading cultural destination.

Ministry of Culture



In 2024, RCU maintains a strategic collaboration with the Ministry of Culture and its affiliated entities across several key initiatives and projects. This partnership operates through a robust governance model that ensures full alignment with RCU's strategic goals, maximises impact, and delivers sustainable, effective outcomes. By working closely with the Ministry, RCU advances its objectives to develop a successful and responsible global tourism destination, discover, activate and conserve heritage, and foster vibrant arts and culture communities. The partnership also contributes to organisational and human capital excellence, while encouraging innovation across cultural and heritage sectors.

The Partnership Supports RCU's objectives to:

- Develop a successful and responsible global tourism destination.
- Discover, activate and conserve heritage.
- Develop arts and culture offerings and communities.
- Attain human capital excellence.
- Attain organisational excellence.
- Foster innovation.

Saudi National Committee of the International Council on Monuments and Sites (Saudi ICOMOS)



Building on a shared commitment to heritage preservation, RCU has signed a strategic partnership agreement with the ICOMOS Saudi Arabia to establish AlUla as a leading knowledge hub in heritage conservation. This collaboration supports RCU's development vision by engaging specialised experts, nurturing young Saudi talent, and enhancing the role of the local community in preserving AlUla's rich cultural heritage. The partnership directly contributes to RCU's objectives to discover, activate and conserve heritage, attain organisational and human capital excellence, and foster innovation through knowledge-sharing and capacity-building initiatives.

Key Highlights:

- Design and implementation of **48 joint initiatives**, including **six international conferences and seminars** with participation from over **500 national and international experts**.
- Organisation of **32 public lectures** to raise awareness on heritage preservation.
- Execution of nine training programmes targeting Saudi higher education students in architecture and heritage conservation.
- Translation of **over 50 scientific charters, methodologies, and regulatory documents** from English into Arabic, made available as open-source resources for Arabic-speaking heritage and culture professionals.



Red Sea Global



In 2024, RCU has established a strategic partnership with Red Sea Global to implement and sustain a high-level cooperation model focused on knowledge transfer, innovation exchange, and shared expertise across multiple areas. This collaboration is aligned with the missions and strategic agendas of both parties, as well as Saudi Vision 2030 and other relevant national strategies. The partnership supports RCU's objectives to develop a successful and responsible global tourism destination, foster innovation, and attain organisational and human capital excellence. It also contributes to building a sustainable economy by co-creating initiatives that drive economic growth and environmental stewardship.

Key Highlights:

- Alignment with Saudi Vision 2030 and national strategies to generate economic growth.
- Strengthened collaboration in tourism programmes between AlUla and the Red Sea destination.
- Implementation of joint environmental sustainability initiatives.
- Development of training programmes focused on leadership skills and capacity building.

King Abdullah University of Science and Technology (KAUST)



RCU has established a strategic partnership with KAUST to foster innovation across key sectors including smart city solutions, desalination, agriculture, and data modelling. This collaboration enhances and preserves AlUla's environmental and historical assets, while supporting RCU's objectives to conserve nature and wildlife, regulate effectively, attain organisational and human capital excellence, and foster innovation. The partnership has resulted in the development of cutting-edge technologies for water management and pest control, achieving a **50%** reduction in water consumption and a **70%** decrease in carbon emissions. It has also led to the creation of heat-resistant greenhouses and advanced pest monitoring systems using optical fibres for early detection of the red palm weevil. A comprehensive strategic framework has been developed to guide innovation and research across all sectors of the Commission.

Key Highlights:

- Strategic partnership with KAUST to drive innovation in smart city solutions, desalination, agriculture, and data modelling.
- Development of technologies that reduced water consumption by **50%** and carbon emissions by **70%**.
- Introduction of heat-resistant greenhouses and optical fibre-based pest monitoring systems for early detection of the red palm weevil.
- Creation of a comprehensive strategic framework covering all sectors of RCU, enhancing science, innovation, research, and development.

Slowfood



RCU activated its strategic partnership with Slow Food to promote sustainable regeneration of AlUla's agricultural and culinary systems. This collaboration focuses on embedding sustainability within the local food ecosystem through agricultural studies, culinary arts, and heritage documentation. Throughout 2024, RCU and Slow Food worked together to record traditional farming methods, recipes, and key stakeholders, while assessing opportunities to boost local livelihoods. These efforts support RCU's objectives to develop a sustainable economy, attain organisational excellence, and build a vibrant, prosperous, and engaged community. The partnership also reinforces AlUla's cultural identity and contributes to economic diversification, with plans for the Dadan Culinary Arts Centre serving as a cornerstone for knowledge exchange and sustainable culinary programming.

Key Highlights:

- Documentation of AlUla's gastronomic heritage, traditional farming practices, and local recipes.
- Development of a strategy blending heritage with innovation, including plans for the Dadan Culinary Arts Centre.
- International showcase of AlUla's culinary heritage at Slow Food's Terra Madre Salone del Gusto in Turin, hosted by the Saudi Culinary Arts Commission.
- Official announcement of the RCU, Slow Food partnership during AlUla's 2024 Dates Festival.
- Promotion of food heritage, resilience in local farming, and sustainable tourism.

- Culinary demonstrations by chefs Hooriah Abdulqader and Serhan Hasdemir at AlUla Farmers' Market, highlighting the cultural significance of dates and creating new market opportunities for local farmers.
- Progression from pilot activities to formalised initiatives supporting farmers, small producers, women, and youth.
- Alignment with RCU's strategy for sustainable agriculture and biodiversity conservation.
- Establishment of the Culinary Arts Centre within AlUla's Cultural Oasis as a hub for workshops, knowledge exchange, and sustainable culinary programmes.



Awards & Certifications

Recognition through awards and certifications reflects RCU's commitment to excellence, sustainability, and innovation across all areas of its work. In 2024, RCU continued to uphold the highest standards in environmental stewardship, cultural preservation, community development, and organisational performance.



European Accreditation - Arabian Leopard Conservation Breeding Centre

The centre was accredited by the European Association of Zoos and Aquaria (EAZA), becoming the first of its kind in Saudi Arabia and the Arabian Gulf region.



Dark Sky International Accreditation

AlUla Manara and AlGhameel were recognised by Dark Sky International (DSI) as the first accredited sites in Saudi Arabia and the Arabian Gulf region, placing them among the **top 5%** of certified dark sky locations globally.



Best Place to Work Certification

RCU was certified by the Best Places to Work organisation for its outstanding workplace culture and employee engagement.



Arab Bike City Award

AlUla was honoured with the Arab Bike City Award, recognising its commitment to promoting cycling infrastructure and sustainable mobility.



Global Project Excellence Award – IPMA

The completion of Madrasat AdDeera and Daimumah Projects earned first place in the Global Project Excellence Awards from the International Project Management Association (IPMA), highlighting excellence in project delivery.



Excellence in Palm Tree Technologies

RCU received the Excellence Award from the National Centre for Palms and Dates for its innovative approaches to palm tree technologies.



Global Project Excellence Award – Small and Medium-Sized Projects

RCU received this award from IPMA for outstanding performance in managing small and medium scale projects.



Social Project of the Year - APM

Awarded by the Association for Project Management for impactful social development initiatives.



Best PMO in Communication and Stakeholder Management

Recognised by the PMO Global Awards, organised by the Global Alliance of PMOs in cooperation with PMI.



Strategic Alignment Award - PMO Global Awards

Acknowledged for aligning project management practices with strategic objectives.



Diversity and Inclusion Award - PMO Global Awards

Honoured for fostering inclusive practices across programmes and teams.



Best Social Project of the Year - PMI

The AlUla Moments programme received top recognition for its social impact within the Global Project Management Awards.



وزارة التعليم
Ministry of Education

Ministry of Education Appreciation

RCU was honoured with a letter of appreciation from the Minister of Education for its impactful contribution to the "Back to School" campaign.



Mawhiba Recognition

The Secretary General of Mawhiba commended RCU for its exceptional support of gifted programmes and its role in fostering innovation in AlUla.

National Recognition

National Recognition



ISO 41001:2018 – Facility Management

Focuses on efficient and sustainable management of facilities, enhancing operational performance and user experience.

ISO 37301:2021 – Compliance Management Systems

Provides a framework for establishing, developing, and maintaining compliance programmes to mitigate organisational risk.

ISO 56002:2019 – Innovation Management System

Establishes principles and processes to foster innovation across organisations, supporting sustainable growth and competitiveness.

ISO 10006:2017 – Quality Management in Projects

Provides guidelines for quality management in project environments, ensuring consistent delivery and stakeholder satisfaction.

ISO 22301 – Business Continuity Management System

Sets the standard for preparing, responding, and recovering from disruptions, ensuring critical operations continue and organisational resilience is maintained.

ISO 37120 – Sustainable Development of Communities: Indicators for City Services and Quality of Life (Platinum Certification)

Defines a globally recognised set of indicators for measuring city services and quality of life. Achieving Platinum certification demonstrates RCU's commitment to data driven urban planning and sustainable development across key sectors.

ISO 9001:2015 – Quality Management System

Defines the standard for quality assurance and continuous improvement in organizational processes and customer satisfaction.

ISO 21500:2021 – Project, Programme, and Portfolio Management

Offers a structured framework for managing projects and programmes effectively, aligned with strategic organisational goals.

ISO 37000:2021 – Governance Management

Defines global principles for effective governance, promoting accountability, transparency, and ethical leadership.

ISO 37122 – Smart Cities Certification

Focused on performance metrics for smart cities, this certification highlights AlUla's progress in adopting innovative technologies and digital infrastructure to enhance service delivery, resilience, and citizen engagement.

ISO 31000:2018 – Risk Management

Provides guidelines, principles, and a framework for managing risk effectively to enhance decision-making, resilience, and organizational value creation.



RCU KPIs Mapping - Environment

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Carbon Footprint	Carbon Neutral	UN SDG 13: <i>Climate Action</i>	-
	Energy	UNSDG 7: <i>Affordable and Clean Energy</i>	-
	Green Mobility	UN SDG 7: <i>Affordable and Clean Energy</i> UN SDG 11: <i>Sustainable Cities and Communities</i>	-
Water Management	Water Network	UN SDG 6: <i>Clean Water and Sanitation</i> UN SDG 9: <i>Industry, Innovation and Infrastructure</i> UN SDG 11: <i>Sustainable Cities and Communities</i>	Percentage of water services coverage to population
	Water Source	UN SDG 6: <i>Clean Water and Sanitation</i>	-
	Water Use	UN SDG 6: <i>Clean Water and Sanitation</i> UN SDG 12: <i>Responsible Consumption and Production</i>	-

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Waste and Circular Economy	Waste Generation	UN SDG 12: <i>Responsible Consumption and Production</i>	-
	Waste Collection	UN SDG 12: <i>Responsible Consumption and Production</i>	-
	Waste Treatment	UN SDG 12: <i>Responsible Consumption and Production</i>	-
Biodiversity	Conservation & Protection	UN SDG 15: <i>Life on Land</i>	Kilometers squared of terrestrial protected area Number of activated Protected Areas Number of wildlife & nature research projects achieved outcomes
	Rewilding	UN SDG 15: <i>Life on Land</i>	Number of animals Released into Protected Areas
	Restoration	UN SDG 15: <i>Life on Land</i>	Area of restored rangeland within AlUla Number of planted trees in AlUla Protected Areas Number of flora species revegetated in AlUla
	Sustainable Urban Development	UN SDG 9: <i>Industry, Innovation and Infrastructure</i> UN SDG 11: <i>Sustainable Cities and Communities</i>	Urban green area per capita Percentage of variance from overall development milestones




RCU KPIs Mapping - Social

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Health, Safety and Wellbeing	Worker Safety	UN SDG 3: <i>Good Health and Well-being</i> UN SDG 8: <i>Decent Work and Economic Growth</i>	-
	Good Health	UNSDG 3: <i>Good Health and Well-being</i>	Targeted average emergency response time in AlUla
	Quality of Life	UN SDG 1: <i>No Poverty</i>	Resident Satisfaction Level
		UN SDG 3: <i>Good Health and Wellbeing</i>	Number of car accident fatalities per 1,000 inhabitants
		UN SDG 6: <i>Clean Water and Sanitation</i>	Average public & open space per capita
		UN SDG 8: <i>Decent Work and Economic Growth</i>	Number of major crime, per 1,000 inhabitants
UN SDG 9: <i>Industry, Innovation, and Infrastructure</i>	AlUla spatial planning Index		
UN SDG 11: <i>Sustainable Cities and Communities</i>	Length of pedestrian paths per capita		
Sports	UN SDG 3: <i>Good Health and Well-being</i>	-	
Pollution	UN SDG 3: <i>Good Health and Wellbeing</i>	-	
	UN SDG 6: <i>Clean Water and Sanitation</i>		
	UN SDG 12: <i>Responsible Consumption and Production</i>		
		UN SDG 13: <i>Climate Action</i>	

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Social Advancement	Diversity & Inclusion	UN SDG 5: <i>Gender Equality</i>	-
	Access to Social and Municipal Services	UN SDG 3: <i>Good Health and Wellbeing</i>	Percentage of automated county services
		UN SDG 6: <i>Clean Water and Sanitation</i>	
		UN SDG 11: <i>Sustainable Cities and Communities</i>	
	UN SDG 13: <i>Climate Action</i>		
Poverty Reduction	UN SDG 1: <i>No Poverty</i>	Average monthly income per capita	
	UN SDG 4: <i>Quality Education</i>		
Inclusive Education	UN SDG 8: <i>Decent Work and Economic Growth</i>	Number of graduated residents from Alula training programmes	
	UN SDG 4: <i>Quality Education</i>		Number of residents graduated from AlUla advanced upskilling programs











RCU KPIs Mapping - Social

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Skills & Excellence	 Knowledge Transfer & Upskilling (Talent Management)	UN SDG 4: <i>Quality Education</i> UN SDG 8: <i>Decent Work and Economic Growth</i>	Employee Engagement Level
	 Labour Conditions	UN SDG 8: <i>Decent Work and Economic Growth</i>	Employee retention rate Percentage of FTEs hired vs planned amount in RCU
Engagement and Cooperation	 Community Engagement	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	Number of Calendar Events Resident Satisfaction Level with the Safety and security services Satisfaction level with local regulations Number of attractions activated Number of environmental and community engagement initiatives that have achieved outcomes
	 International Cooperation	UN SDG 17: <i>Partnerships for the Goals</i>	-
	 Access to Information	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	Number of published open datasets and product Level of satisfaction with digital tools and services Overall AIUla and RCU data maturity level







RCU KPIs Mapping - Culture



Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Heritage Conservation	 Tangible Heritage Conservation	UN SDG 11: <i>Sustainable Cities and Communities</i>	Number of heritage conservation and safeguarding activities Heritage Sustainability index Number of immovable key heritage with clear condition assessments and/or conservation plans Number of heritage/archeological sites with Management Plan Heritage Sites Compliance Rate with conventions and guidelines Number of accessioned items in the collection management system Number of movable art and heritage assets with a condition assessment
	 Intangible Heritage Conservation	UN SDG 11: <i>Sustainable Cities and Communities</i>	Number of peer-reviewed heritage research publications

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Cultural Development	 Self-Sufficiency	UN SDG 8: <i>Decent Work and Economic Growth</i>	-
	 Public Support and Private Sponsorship	UN SDG 17: <i>Partnerships for the Goals</i>	-
	 International Visibility	UN SDG 17: <i>Partnerships for the Goals</i>	Number of heritage sites recognised by international organisations Number of announcements and communications of cultural heritage Participations in overseas arts and culture events AlUla destination awareness Number of foreign prospective investors
Local Access and Contribution	 Cultural Education	UN SDG 4: <i>Quality Education</i> UN SDG 8: <i>Decent Work and Economic Growth</i>	Number of Residents Participating in art and culture Vocational Training
	 Local Participation	UN SDG 4: <i>Quality Education</i>	Percentage of Arts and Culture Public Programming that achieved targeted attendees Percentage of Arts and Culture Exhibitions that achieved targeted attendees
	 Cultural Infrastructure & Facilities	UN SDG 8: <i>Decent Work and Economic Growth</i>	Number of heritage sites open to visitors Number of approved arts and culture assets concepts Visitors Satisfaction with Heritage Sites Experience Number of open arts and culture assets at AlUla



RCU KPIs Mapping - Economic

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Long-term Value Creation	 Sustainable Tourism	UN SDG 8: <i>Decent Work and Economic Growth</i> UN SDG 11: <i>Sustainable Cities and Communities</i>	Tourist Satisfaction in Alula Experience Net Promoter Score Index AlUla Positive Sentiment indicator Number of Films produced in AlUla Total Visits to AlUla Number of Hospitality Keys Average length of stay Percentage of hospitality keys covered by Hotel management agreements (HMAs) Percentage of offseason visits
	 Infrastructure & Service Quality	UN SDG 9: <i>Industry, Innovation and Infrastructure</i>	Percentage of wireless broadband coverage Average number of power outages per year
	 Diversification & Innovation	UN SDG 8: <i>Decent Work and Economic Growth</i> UN SDG 9: <i>Industry, Innovation and Infrastructure</i> UN SDG 12: <i>Responsible Consumption and Production</i>	Percentage of innovative recommendations implemented in projects Digital Transformation index (Qiyas) Percentage of innovative projects attempted Percentage of innovative projects adopted
	 Green Finance	UN SDG 13: <i>Climate Action</i>	-

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Local Content	 Entrepreneurship & Local SMEs	UN SDG 8: <i>Decent work and Economic Growth</i>	Number of new MSMEs in AlUla Number of active MSMEs for 3 years or more in AlUla Number of non-religious non-profit organisations (NPOs) active per 1,000 population Satisfaction level with non-religious non-profit organisations (NPOs) services
	 Local Production & Consumption	UN SDG 8: <i>Decent Work and Economic Growth</i> UN SDG 12: <i>Responsible Consumption and Production</i>	Average tourist spend per day
	 Local Job Creation	UN SDG 8: <i>Decent Work and Economic Growth</i>	Cumulative number of jobs generated by other non-tourism sectors Number of jobs generated by the tourism sector Percentage of Saudi residents engaged in AlUla Hotels & Resorts Number of jobs generated from the arts and culture sectors



RCU KPIs Mapping - Governance

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Transparency and Accountability	Sustainable Compliance & Reporting	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	-
	Leadership Diversity & Independence	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	-
Internal Governance	Compliance with the Code of Ethics	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	-
	Internal Policies & Regulations	Transparency level of regulatory system of RCU	
		Percentage of RCU Policies published	
		Schedule Performance Index (SPI)	
		Compliance with submission of annual budget plan	
		Compliance with closing statement criteria	
Percentage of RCU Strategic KPI targets achieved			
Percentage of documented processes			
Risk Management	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	-	
Anti-Bribery & Corruption	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	-	
Whistleblower Programme	UN SDG 16: <i>Peace, Justice and Strong Institutions</i>	-	

Topic	Sub Topic	UN SDGs	RCU 2024 KPIs
Ecosystem Governance	Responsible Procurement & Supply Chain	UN SDG 12: <i>Responsible Consumption and Production</i>	Percentage of spend on local suppliers
	Ecosystem Resilience	UN SDG 15: <i>Life on Land</i>	Total Plot Area of land release
UN SDG 16: <i>Peace, Justice and Strong Institutions</i>		Cyber Security Score	



GRI Content Index

For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.



CONTENT INDEX
ESSENTIALS SERVICE

2025

GRI content index

Statement of use	RCU has reported in accordance with the GRI Standards for the period 1 January to 31 December, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details	10			
	2-2 Entities included in the organisation's sustainability reporting	10, 168			
	2-3 Reporting period, frequency and contact point	3 For any questions about this report or its content, please reach out to us on: sustainability@rcu.gov.sa			
	2-4 Restatements of information	No restatements of information			
	2-5 External assurance	This report has not been assured by a third party			
	2-6 Activities, value chain and other business relationships	3			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	
			REASON	EXPLANATION	
GRI 2: General Disclosures 2021	2-7 Employees	96, 97, 103, 104			
	2-8 Workers who are not employees			Information unavailable/incomplete	Data on workers who are not employed is unavailable and therefore not disclosed. We are working on improving the data capturing processes and intend to report on this in future sustainability reports
	2-9 Governance structure and composition	153, 154			
	2-10 Nomination and selection of the highest governance body	153, 154			
	2-11 Chair of the highest governance body	153			
	2-12 Role of the highest governance body in overseeing the management of impacts	153, 154			
	2-13 Delegation of responsibility for managing impacts	153, 154			
	2-14 Role of the highest governance body in sustainability reporting	Our sustainability report is reviewed and approved by our CEO			
	2-15 Conflicts of interest	156			
	2-16 Communication of critical concerns			Confidentiality constraints	This is not disclosed publicly as it involves sensitive information and due to privacy considerations
	2-17 Collective knowledge of the highest governance body	153, 154			
	2-18 Evaluation of the performance of the highest governance body	153, 154			
	2-19 Remuneration policies	153, 154			
2-20 Process to determine remuneration			Confidentiality constraints	This is not disclosed publicly as it involves sensitive information and due to privacy considerations	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-21 Annual total compensation ratio			Confidentiality constraints	This is not disclosed publicly as it involves sensitive information and due to privacy considerations
	2-22 Statement on sustainable development strategy	19, 20			
	2-23 Policy commitments	16, 17, 18, 157			
	2-24 Embedding policy commitments	16, 17, 18, 157			
	2-25 Processes to remediate negative impacts	157, 158, 159			
	2-26 Mechanisms for seeking advice and raising concerns	162			
	2-27 Compliance with laws and regulations	No significant instances of non-compliance with laws and regulations identified during the reporting period			
	2-28 Membership associations	107, 169, 170, 171, 172, 173, 174, 175			
	2-29 Approach to stakeholder engagement	30			
	2-30 Collective bargaining agreements			Legal prohibitions	Labor unions are prohibited in KSA
GRI 3: Material Topics 2021	3-1 Process to determine material topics	31			
	3-2 List of material topics	32, 33, 34			
Long-term Value Creation					
GRI 3: Material Topics 2021	3-3 Management of material topics	133-148			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed			Confidentiality constraints	Details related to financials are not disclosed publicly as RCU is not a listed entity



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change			Information unavailable/incomplete	Information on financial implactions and other risks and opportunities due to climate change is unavailable and therefore not disclosed. We are working on improving the data capturing processes and intend to report on this in future sustainability reports
	201-3 Defined benefit plan obligations and other retirement plans			Confidentiality constraints	This is not disclosed publicly as it involves sensitive information and due to privacy considerations
	201-4 Financial assistance received from government			Not applicable	RCU is a government entity
Local Content					
GRI 3: Material Topics 2021	3-3 Management of material topics	93-99			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Our employees receive a basic salary above the minimum wage set by the government. We are committed to the right of equal pay for equal work regardless of the gender of the employee		Confidentiality constraints	Ratios of standard entry-level wage by gender compared to local minimum wage has been omitted due to confidentiality constraints, as it involves sensitive information and due to privacy considerations
	202-2 Proportion of senior management hired from the local community			Information unavailable/incomplete	Data currently unavailable. RCU will track this disclosure and report on it in future reports
Long-term Value Creation					
GRI 3: Material Topics 2021	3-3 Management of material topics	76, 77, 78, 95, 138, 139			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	76, 77, 78, 95, 138, 139			
	203-2 Significant indirect economic impacts	76, 77, 78, 95, 138, 139			
Ecosystem Governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	146, 147			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	146, 147			
Internal Governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	161			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption			Confidentiality constraints	This is not disclosed publicly as it involves sensitive information and due to privacy considerations
	205-2 Communication and training about anti-corruption policies and procedures	161			
	205-3 Confirmed incidents of corruption and actions taken			Confidentiality constraints	This is not disclosed publicly as it involves sensitive information and due to privacy considerations
Carbon Footprint					
GRI 3: Material Topics 2021	3-3 Management of material topics	50, 51, 52, 53			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation			Information unavailable	Energy consumption within the organisation data is unavailable and therefore not disclosed. We are working on improving the data capturing processes and intend to report on this in future sustainability reports
	302-2 Energy consumption outside of the organisation			Information unavailable	Energy consumption outside the organization data is unavailable and therefore not disclosed. We are working on improving the data capturing processes and intend to report on this in future sustainability reports
	302-3 Energy intensity			Information unavailable	Energy intensity data is unavailable and therefore not disclosed. We are working on improving the data capturing processes and intend to report on this in future sustainability reports
	302-4 Reduction of energy consumption			Information unavailable	We are working on improving the data capturing processes on reduction of energy consumption and intend to report on this in future sustainability reports



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Water					
GRI 3: Material Topics 2021	3-3 Management of material topics	57, 58, 59, 60, 61			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	57, 58, 59, 60, 61			
	303-2 Management of water discharge-related impacts	57, 58, 59, 60, 61			
	303-3 Water withdrawal	60			
	303-4 Water discharge			Information unavailable	We are working on improving the data capturing processes on water discharge and intend to report on this in future sustainability reports
	303-5 Water consumption	60			
Biodiversity					
GRI 3: Material Topics 2021	3-3 Management of material topics	68, 69, 70, 71, 72, 73, 74, 75			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	78			
	304-2 Significant impacts of activities, products and services on biodiversity	78			
	304-3 Habitats protected or restored	73, 74, 75			
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	73, 74, 75			
Carbon Footprint					
GRI 3: Material Topics 2021	3-3 Management of material topics	48			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	
EXPLANATION					
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions			Information Unavailable	Currently, figures related to scope 1 emissions are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
	305-2 Energy indirect (Scope 2) GHG emissions			Information Unavailable	Currently, figures related to scope 2 emissions are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
	305-3 Other indirect (Scope 3) GHG emissions			Information Unavailable	Currently, figures related to scope 3 emissions are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
	305-4 GHG emissions intensity			Information Unavailable	Currently, figures related to emissions intensity are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
	305-5 Reduction of GHG emissions			Information Unavailable	Currently, figures related to emissions reductions are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
	305-6 Emissions of ozone-depleting substances (ODS)			Information Unavailable	Currently, figures related to ODS are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			Information Unavailable	Currently, figures related to Nitrogen and Sulfur Oxides are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
Waste and Circular Economy					
GRI 3: Material Topics 2021	3-3 Management of material topics	62, 63, 64, 65, 66, 67			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	62, 63, 64, 65, 66, 67			
	306-2 Management of significant waste-related impacts	62, 63, 64, 65, 66, 67			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 306: Waste 2020	306-3 Waste generated	63			
	306-4 Waste diverted from disposal	62, 63, 64, 65, 66, 67			
	306-5 Waste directed to disposal	62, 63, 64, 65, 66, 67			
Ecosystem Governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	164			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria			Information unavailable	Although supplier environmental assessments are currently not conducted, all our supplier are required to abide by our ESG Supplier Code of Conduct
	308-2 Negative environmental impacts in the supply chain and actions taken	164			
Skills & Excellence					
GRI 3: Material Topics 2021	3-3 Management of material topics	96, 97, 103, 104			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	103			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	103			
	401-3 Parental leave	104			
Health, Safety & Wellbeing					
GRI 3: Material Topics 2021	3-3 Management of material topics	89, 90, 91			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	89, 90, 91			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	89, 90, 91			
	403-3 Occupational health services	89, 90, 91			
	403-4 Worker participation, consultation, and communication on occupational health and safety	89, 90, 91			
	403-5 Worker training on occupational health and safety	91			
	403-6 Promotion of worker health	89, 90, 91			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	89, 90, 91			
	403-8 Workers covered by an occupational health and safety management system	All RCU workers are covered by our occupational health and safety management system			
	403-9 Work-related injuries	91			
	403-10 Work-related ill health	91			
Skills & Excellence					
GRI 3: Material Topics 2021	3-3 Management of material topics	98, 99, 100, 101, 102			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee			Information unavailable	Currently, figures related to average hours of training per year per employee are unavailable. We are working on a tracking system, and we are committed to reporting on this in future sustainability reports
	404-2 Programs for upgrading employee skills and transition assistance programs	98, 99, 100, 101, 102			
	404-3 Percentage of employees receiving regular performance and career development reviews	100% of employees receive regular performance and career development reviews			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Social Advancement					
GRI 3: Material Topics 2021	3-3 Management of material topics	96, 97, 153, 154			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	96, 97, 153, 154			
	405-2 Ratio of basic salary and remuneration of women to men	We are committed to the right of equal pay for equal work regardless of the gender of the employee		Confidentiality constraints	Ratio of basic salary and remuneration of women to men has been omitted due to confidentiality constraints, as it involves sensitive information and due to privacy considerations
Engagement and Cooperation					
GRI 3: Material Topics 2021	3-3 Management of material topics	93, 94, 106, 143, 144, 145, 146, 147,148			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	78			
	413-2 Operations with significant actual and potential negative impacts on local communities	ESIA are conducted for operations to ensure that all developments minimise environmental and social impacts			
Transparency and Accountability					
GRI 3: Material Topics 2021	3-3 Management of material topics	151,152,153,154			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	153, 154			
	2-10 Nomination and selection of the highest governance body	153, 154			
	2-11 Chair of the highest governance body	153			
	2-12 Role of the highest governance body in overseeing the management of impacts	153, 154			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	153, 154			
	2-17 Collective knowledge of the highest governance body	153, 154			
	2-18 Evaluation of the performance of the highest governance body	153, 154			
	2-19 Remuneration policies	153, 154			
Heritage Conservation					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 113, 114, 115, 116, 117, 118			
Cultural Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	119, 120, 121, 122, 123, 124			
Local Access & Contribution					
GRI 3: Material Topics 2021	3-3 Management of material topics	125, 126, 127, 128, 129, 130, 131			



Acronyms and Abbreviations

Terms	Definition
ACC	Archaeology, Collections and Conservation
ACI	Arts and Culture Institute
AFALULA	French Agency for AlUla Development
AFAS	Agence Française pour AlUla (French Agency for AlUla)
AHU	Air Handling Unit
ALARP	As Low As Reasonably Practicable
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
AVE	Advertising Value Equivalent
AWAS	AlUla World Archaeology Summit
BAU	Business-as-Usual
BCE	Before the Common Era
BIA	Business Impact Analysis
BoD	Board of Directors
CAD	Computer-Aided Design
CDW	Construction and Demolition Waste

Terms	Definition
CEDA	Council of Development and Economic Affairs
CO ₂	Carbon Dioxide
COD	Cultural Oasis District Masterplan
COI	Conflict of Interest
COP16	16th meeting of the Conference of the Parties
COW	Cell on Wheels
CSR	Corporate Social Responsibility
D+C/D&C	Design and Construction
DAI	German Archaeological Institute
DMM	Destination Marketing & Management
DMMO	Dredged Material Management Office
DMP	Detailed Masterplan
DSI	Dark Sky International
EAMS	Enterprise Asset Management System
EF	Education First

Terms	Definition
EIAs	Environmental Impact Assessments
ERM	Enterprise Risk Management
ERMC	Enterprise Risk Management Committee
EV	Electric Vehicle
F&B	Food & Beverages
FAHU	Fresh Air Handling Unit
GCC	Gulf Cooperation Council
GHG	Greenhouse Gas
GIA	Gross Internal Area
GIS	Geographic Information Systems
GNR	Gharameel Nature Reserve
GRC	Governance, Risk, and Compliance
GRI	Global Reporting Initiative
GSO	GCC Standardization Organisation
GSTC	Global Sustainable Tourism Council
GWP	Global Warming Potential

Terms	Definition
HIA	Hegra International Archaeology
HQ	Headquarters
HRDF	Human Resources Development Fund
HSE	Health, Safety, and Environment
HSEMS	HSE Management System
HSSE	Health, Safety, Security, and Environment.
HUBR	Harrat Uwayrid Biosphere Reserve
HVAC	Heating, Ventilation, and Air Conditioning
HZNR	Harrat AlZabin Nature Reserve
IACBRC	Interim Arabian Conservation Breeding and Rewilding Centre
ICH	Intangible Cultural Heritage
ICOMOS	International Council on Monuments and Sites
ICT	Information and Communication Technology
IIA KSA	Saudi Institute of Internal Auditors
IMD	Institute for Management Development



Terms	Definition
INV	Inventory
IP	Intellectual Property
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organisation for Standardization
IUCN	International Union for Conservation of Nature
IWMS	Integrated Water Management Strategy
KAUST	King Abdullah University of Science and Technology
KLDAP	Kingdoms Landscape Archaeology Development and Apprenticeship Programme
Km	Kilometre
KPI	Key Performance Indicator
KSA	Kingdom of Saudi Arabia
KV	Kilovolt
KVA	Kilovolt-Amperes
KWV	Khaybar White Volcano
LED	Light Emitting Diode

Terms	Definition
LEED	Leadership in Energy and Environmental Design
LMS	Learning Management System
LTIFR	Lost Time Injury Frequency Rate
LUMI	Lumi Rental Company
m ³	Cubic Meter
ml	Milliliter
MOC	Ministry of Culture
MOU	Memorandum of Understanding
MoW	Memory of the World
MP1	Masterplan 1
MP2	Masterplan 2
MPs	Masterplans
MSMEs	Micro, Small or Medium-sized Enterprise
MSW	Municipal Solid Waste
MVA	Mega Volt-Amperes
MVP1/MVP2	Minimum Viable Procedures/Plans

Terms	Definition
MWh	Megawatt-hour
NDI	National Data Index
NGO	Non-governmental Organisation
NPO	Non-Profit Organisation
NWC	National Water Company
OAC	Oasis Agricultural Campus
PE	Physical Education
pH	Potential of Hydrogen
PMI	Project Management Institute
PMO	Project Management Office
PSIA	Power Supply Implementation Agreement
PV	Photovoltaic
PWD	Person with Disability
RAP	Recycled Asphalt Pavement
RCU	The Royal Commision for AlUla
RMC	Risk Management Committee

Terms	Definition
RPO	Recovery Point Objectives
RTO	Recovery Time Objectives
SAR	Saudi Arabian Riyals
SEA	Strategic Environmental Assessments
SEC	Saudi Electric Company
SME	Small and Medium-sized Enterprises
SNP	Sharaan National Park
SPA	Saudi Press Agency
SPI	Schedule Performance Index
m ²	Square Meter
STC	Saudi Telecom Company
SWA	Saudi Water Authority
TEMS	Telemetric Environmental Monitoring System
ToA	Transfer of Authority
TRCFR	Total Reportable Case Frequency Rate
TRITA	The Royal Institute of Traditional Arts



Terms	Definition
TSE	Treated Sewage Effluent
TVTC	Technical and Vocational Training Corporation
UN	United Nations
UN SDG	United Nations Sustainable Development Goal
UNESCO	The United Nations Educational, Scientific and Cultural Organisation
VFD	Variable Frequency Drive
VOC	Volatile Organic Compounds
VRF	Variable Refrigerant Flow
W/m ²	Watts per Square Meter
WNNR	Wadi Nakhlah Nature Reserve



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