الهيئة السعودية للتخصصات الصحية
Saudi Commission for Health Specialties



SUSTAINABILITY REPORT 2025

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Overview

A Message from the Secretary General



Professor Aws Alshamsan
Secretary General of the Saudi Commission for Health Specialties

> At SCFHS, we approach sustainable value creation as a matter of character as much as capability.

Reflecting on the year, I am reminded that our mandate rests ultimately on the trust placed in us by society. As Secretary General of the Saudi Commission for Health Specialties, I view our purpose as safeguarding standards that uphold competence, ethics, and the dignity of the profession. The year both challenged and affirmed that purpose. Expectations of public institutions continue to evolve, yet the essence of our duty remains unchanged: to act in the public interest, to put people first, and to steward systems that endure.

Our work is closely aligned with the Kingdom's long-term aspirations and the global development agenda. SCFHS contributes primarily **to SDG 3: Good Health and Well-being**, particularly Target 3.c, by strengthening the healthcare workforce through professional regulation, accreditation, and development. This is reinforced through **SDG 4 (Quality Education)** by promoting high standards in health training and learning, and **SDG 8 (Decent Work and Economic Growth)** by enabling a skilled and mobile healthcare workforce. Our regulatory mandate also supports **SDG 16 (Peace, Justice and Strong Institutions)** through transparent governance and accountability, while **SDG 5 (Gender Equality)** is advanced through inclusive systems that promote equitable participation across the health workforce

Stewardship requires decisions that are prudent, fair, and grounded in evidence and ethical intent. It calls on institutions to look beyond immediate outcomes and invest in frameworks that protect quality, promote equity, and preserve trust over time. One of the most tangible expressions of this responsibility is the scale at which we serve: today, SCFHS regulates and supports a professional community exceeding 800,000 registered healthcare practitioners, within the Kingdom and internationally. This scale magnifies both our impact and our obligation to ensure that pathways for development, assessment, and recognition remain credible, accessible, and consistently applied.

Looking ahead, we recognize that complexity and change are no longer episodic; they are defining features of modern healthcare systems. Trust is built quietly and sustained through consistency. The Commission will maintain disciplined focus on its mission, guided by evidence, principle, and governance. We will prioritize long-term institutional strength over short-term recognition by establishing clear standards, accountable processes, and measurable outcomes. Our objective is to sustain institutions and frameworks resilient to change, respect diverse perspectives, and support continuous learning—while anchored in professional excellence and the public interest.

I am grateful to our stakeholders, whose engagement and counsel strengthen our resolve. On behalf of the Saudi Commission for Health Specialties, I reaffirm our commitment to the values guiding our work and the responsibility accompanying the trust placed in us. Our focus remains on long-term value extending beyond any single measure, rooted in human well-being, professional integrity, and the future readiness of the healthcare system.

About the Report

The Saudi Commission for Health Specialties Sustainability Report 2025 presents sustainability-related disclosures for the 2025 reporting year. It is intended for readers seeking a clear, factual overview of SCFHS's sustainability reporting.

SCFHS publishes this report to provide a centralized source of sustainability information for the year, offering accessible disclosure for internal and external readers. The scope and content focus on topics relevant to the reporting year and align with the referenced frameworks.

This report covers our operations in Saudi Arabia (KSA) during the reporting period. The report consolidates information prepared for the year to provide a coherent view of SCFHS's sustainability context, activities, and related disclosures. It does not extend beyond the operations and timeframe defined above.

As part of SCFHS's commitment to publishing sustainability reports on a year-on-year basis and strengthening transparency and accountability, this Sustainability Report has been prepared with reference to the GRI Standards and considers relevant national guidance, including Saudi Vision 2030 and the Saudi Green Initiative. The content of this report is informed by SCFHS's materiality assessment processes and reflects topics considered most relevant to its mandate, stakeholders, and operational context.

For feedback or enquiries, please contact: **sustainability@scfhs.org.sa**



About the Saudi Commission for Health Specialties

The Saudi Commission for Health Specialties (SCFHS) is the Kingdom's professional regulator for the health workforce, responsible for setting and safeguarding standards that underpin safe, competent, and trusted healthcare practice. Through professional regulation, postgraduate training, continuous professional development, and digital practitioner services, SCFHS supports the healthcare system's long-term capability and resilience.

SCFHS oversees the professional lifecycle of healthcare practitioners — from entry to practice, through specialization, and across ongoing competence requirements — ensuring that qualification and development pathways remain structured, transparent, and aligned with national health priorities.

In 2025, SCFHS served a community of more than 800,000+ registered healthcare practitioners. Internally, the Commission operated with 1,104 employees across approximately 10 cities, reflecting the national scale of its regulatory and service delivery responsibilities.

Today, we lead the Saudi Board programs, offering postgraduate training at diploma, specialty, and sub-specialty (fellowship) levels in collaboration with national healthcare providers in the public and private sectors. We oversee curricula, examinations, and certification processes to ensure consistent national standards. Through these functions, we strengthen the national health workforce by aligning training capacity with service needs and enabling practitioners to progress throughout their professional careers.

Founded in
1992

More than
800,000
registered healthcare practitioners

1,104
employees across 10 cities



Sustainability Highlights

800,000+
registered healthcare practitioners

140+
countries

+7.6%
growth vs. 2024

51%
women employees

40%
women in leadership positions

49th
rank in Digital Government Authority Index

Placing within top the **25%** of government

10,916
Saudi Board training seats

+17%
year-on-year

5,691
graduates

185
specialties

+26,000
current trainees

100%
audit plan delivered

Bronze Excellence Awardfor InternalAudit

6,900
Healthcare Academy graduates in 2025

Workforce readiness and essential skills

~253 MWh
Solar photovoltaic systems deployed
~253 MWh expected annual generation

Expansion planned across SCFHS facilities

8,000+
Health Leadership Academy participants

30+
countries

Global workforce leadership



5 out of 7
Commission buildings certified for energy efficiency

213
Indoor plants

2,000
Outdoor plants



Our Approach to Sustainability

What Sustainability Means to Us



Sustainability means ensuring that every practitioner we support today can deliver safe, equitable care tomorrow, while we protect the resources and trust that healthcare depends on.

As the national body for accreditation, training, assessment and professional licensing, SCFHS advances a competent, compassionate, and diverse health workforce that serves communities across the Kingdom. We see sustainability as an integrated commitment to people, planet and ethics. It guides how we design learning that builds careers, how we enable fair access to exams and programs, and how we reduce the environmental footprint of our activities. It shapes our culture of well-being, inclusion and responsibility. By combining clinical excellence with environmental stewardship and social value, we help strengthen health outcomes today and create long-term resilience for Saudi Arabia's healthcare ecosystem.

Stakeholder Engagement

At SCFHS, meaningful engagement keeps our mission grounded in real needs and advances shared value across the health ecosystem.

We listen to diverse voices to understand expectations, emerging risks, and opportunities to improve learning, assessment, and practitioner experience. Engagement happens through continuous dialogue, co-creation of initiatives, and feedback loops that connect insights from the workforce, patients and the wider system to our strategy. We use evidence from outcomes, satisfaction, labor market signals and technology trends to test our assumptions and shape priorities. This helps us balance excellence, access and resilience, while anticipating change in healthcare delivery and education. By maintaining open, respectful relationships, we build trust, align on national goals, and focus resources where they can have the greatest impact for practitioners, communities and the health sector in Saudi Arabia.



Stakeholder Groups

Employees

SCFHS staff, leadership, and internal personnel responsible for governance, regulation, accreditation, assessment oversight, and service delivery. This group includes employees who manage programs, policies, digital systems, and institutional performance.

Healthcare Practitioners

Healthcare professionals and trainees enrolling in Saudi Board and fellowships, sitting exams and obtaining licenses; their outcomes and satisfaction indicate program impact.



Suppliers

Providers of exam venues, digital platforms, educational content and logistics supporting program delivery and secure assessments.

Communities

Patients and the public in KSA who benefit from a competent, diverse health workforce; engagement informs ethics, safety and workforce planning.

National and sectoral authorities that shape healthcare policy, regulation, and oversight, including the Ministry of Health (MoH), the Saudi Health Council (SHC), the Saudi Food and Drug Authority (SFDA), the Saudi Data and Artificial Intelligence Authority (SDAIA), and the National Cybersecurity Authority (NCA). Coordination with these entities ensures regulatory alignment, patient safety, data protection, and system-wide coherence across the healthcare ecosystem.

Regulators

National ministries and Vision 2030 bodies, including the Ministry of Health, Ministry of Education, and Ministry of Human Resources and Social Development, that shape healthcare policy, workforce planning, funding priorities, and national development targets. Engagement ensures alignment with sector transformation programs, human capability objectives, and long-term workforce localization goals.

Government



NGOs

Medical societies, professional associations and non-profits focused on clinical standards, women's empowerment and patient advocacy; collaboration enhances relevance.

Partners

Universities, teaching hospitals, training centers and international accreditation bodies collaborating on curricula, residency capacity and joint initiatives.

SDG Alignment

Our approach advances global and national priorities that place people's health, opportunity and environmental protection at the center of development. We align with the UN Sustainable Development Goals by strengthening SDG 3 on Good Health and Well-being through competent practitioners and equitable access to qualification, and SDG 4 on Quality Education through high-quality training pathways. We contribute to SDG 5 and SDG 10 by promoting inclusion and fair access, and to SDG 8 by supporting skilled employment in a future-ready health workforce. By reducing resource use and waste, we support SDG 12, while climate-aware choices advance SDG 13. Our emphasis on ethics and data protection reinforces SDG 16, and collaboration with partners reflects SDG 17. This direction supports Saudi Vision 2030 objectives for a vibrant society and thriving economy, and aligns with the Saudi Green Initiative through stewardship that safeguards water, energy and natural capital.

Decent Work and Economic Growth



SCFHS supports decent work and sustainable economic growth by regulating and developing the healthcare workforce across the Kingdom. Through accreditation, competency-based training, and continuous professional development, the Commission expands access to structured career pathways, strengthens employability, and aligns workforce skills with national labor market needs. Complementing these professional registration and development pathways, the Healthcare Academy plays a distinct role in uplifting entry-level and non-traditional workforce segments by enabling access to work-relevant skills and employment opportunities at scale. In 2025, SCFHS expanded training capacity, improved equitable exam access, and advanced leadership development, while contributing to international dialogue on global health workforce challenges through participation in platforms such as the World Health Assembly and the United Nations General Assembly. Together, these efforts support workforce resilience, productivity, and sustainable economic participation in the health sector.

Climate Action



SCFHS advances climate action through systematic measurement, operational efficiency, and low-carbon practices across its facilities and services. The Commission's first comprehensive GHG inventory, developed in line with the GHG Protocol, establishes a baseline for informed decision-making and future emissions reductions. Energy-efficient buildings, renewable energy integration, sustainable mobility, and digitalized service delivery collectively reduce operational emissions while strengthening resilience and accountability in climate governance.

Responsible Consumption and Production



SCFHS advances responsible consumption and production through digitalization, process standardization, and governance of service delivery. Automation of accreditation and training workflows, unified monitoring systems, and standardized checklists reduce administrative waste, improve efficiency, and strengthen quality assurance. Responsible procurement practices and supplier oversight further support transparency, accountability, and efficient use of resources across operations.

Gender Equality



SCFHS promotes gender equality by expanding equitable access to training, leadership development, and professional progression for women in the health sector. Women represent a majority of the Commission's workforce and registered practitioners, and targeted initiatives support female leadership advancement, inclusive participation, and retention. Gender-responsive policies within training and workforce systems help remove structural barriers and ensure women's representation in decision-making and pro

Good Health and Well-being



SCFHS contributes to good health and well-being by regulating professional standards that safeguard patient safety and quality of care. Through licensure, accreditation, assessment, and continuous professional development, the Commission ensures that healthcare practitioners are competent, ethical, and prepared to deliver safe services across the health system.

Quality Education



SCFHS advances quality education by setting national standards for healthcare training, accrediting educational programs, and overseeing competency-based curricula and assessments. Through postgraduate training, continuing professional development, and modular learning pathways, the Commission promotes lifelong learning and educational quality aligned with health system needs.

National Priority



How SCFHS Supports It

SCFHS plays a central enabling role in the realization of Saudi Vision 2030 by advancing workforce development, global competitiveness, and governance excellence across the health sector.

The Commission's 2025–2030 strategy directly supports nine Level 2 Vision 2030 objectives across all three national themes — A Vibrant Society, A Thriving Economy, and An Ambitious Nation — through its focus on professional excellence, globalization, digital transformation, and ecosystem coordination.

By strengthening competency-based training, expanding private sector engagement in health education, advancing digital platforms such as Mumaris+, promoting professional wellbeing, and exporting Saudi health professional standa

- Attracting global talent and strengthening Saudi Arabia's international positioning
- Increasing employment and workforce readiness
- Enhancing healthcare quality and system resilience
- Developing human capital in line with labor market needs
- Improving government effectiveness through governance reform and digital transformation



SAUDI GREEN INITIATIVE

How SCFHS Supports It

In parallel with its contribution to workforce development and governance reform, SCFHS supports the Saudi Green Initiative by embedding efficiency, digitalization, and system resilience into its operations and service delivery. In 2025, the Commission completed its first comprehensive greenhouse gas (GHG) inventory covering Scope 1, 2, and 3 emissions in accordance with the GHG Protocol, establishing a transparent baseline for emissions management and future reduction planning.

Expansion of digital accreditation and training platforms, alongside blended learning models that reduce reliance on physical processes and optimize resource use.

Establishing a full Scope 1, 2, and 3 emissions baseline to strengthen transparency and climate performance management.

Advancing renewable energy integration, energy-efficiency initiatives, and tree-planting efforts to enhance environmental performance and urban wellbeing.



Empowering Healthcare Professionals for a Sustainable Future



At SCFHS, empowering healthcare talent is our strategic lever for a sustainable and high performing health system. A resilient, skilled, and inclusive workforce drives patient safety, quality of care, and national health outcomes. As the national authority for credentialing and professional development, we shape the talent pipeline end to end, uphold fair and rigorous standards, and enable people to excel as the sector transforms. Stakeholders expect us to widen equitable access to credentialing, protect well-being, and embed continuous learning. This pillar converts those expectations into a clear value proposition that strengthens daily performance, builds public trust, and advances national competitiveness by positioning our workforce to lead.

Our approach is integrated and future focused. We equip practitioners to perform at the highest levels, and we design rigorous and accessible learning and credentialing pathways that accelerate progression, remove friction, and widen access. Focused policies, programs, and partnerships build core and advanced competencies, strengthen resilience, and prepare leaders for new care models and emerging technologies. Data insights, stakeholder feedback, and international benchmarking keep our standards ahead of the curve, while an inclusive, well-being centered culture sustains performance.

By enabling diverse professionals to gain credentials faster, refresh skills continuously, and move into leadership, we turn capability into measurable impact, daily operational excellence, and national competitiveness.

Healthcare Professional Development

SCFHS leads the development and regulation of healthcare professionals across the Kingdom, setting national standards that safeguard quality of care and strengthen the resilience of the health system. Through structured training, accreditation, and continuous professional development, the Commission enables practitioners to progress across their professional lifecycle while maintaining competence, accountability, and public trust. With a professional community exceeding 800,000 registered healthcare practitioners, SCFHS carries a mandate of national scale in regulating professional standards and strengthening workforce readiness across the Kingdom.

Strengthening the systems that develop professionals

In 2025, SCFHS prioritized reinforcing the governance, policies, and systems that underpin healthcare professional development. Key oversight bodies, including the Scientific Content Review Committee and the Standing CPD Committee, were formalized and reconstituted with clear mandates, nomination criteria, and quality assurance responsibilities. Updated guides and procedures streamlined approvals, strengthened consistency, and enhanced transparency across training, accreditation, and content review processes.

These foundations support an integrated professional development ecosystem that delivers consistency at scale while remaining responsive to evolving clinical and system needs.

Saudi Board Programs: structured pathways to independent practice

185
health specialties

The Saudi Board Programs remain the cornerstone of postgraduate professional development, defining standards across 185 active postgraduate training programs and delivering rigorous residency and fellowship training. Programs are competency-based, combining structured curricula, supervised clinical rotations, workplace-based assessments, and summative evaluations to ensure readiness for independent practice.

5,691
healthcare professionals graduated

In 2025, SCFHS expanded its training capacity to **10,916 seats**, a **17% increase** compared to 2024. A unified training tracking system supported more than **26,000 active trainees**, enabling transparent monitoring, equitable access, and consistent quality across programs. During the year, **5,691 healthcare professionals graduated** from Saudi Board specialties — the highest annual total since the Board's inception 30 years ago — directly strengthening clinical capacity in priority areas across the Kingdom.

Transforming continuous professional development



SCFHS completed the design of the **National Continuous Professional Development (CPD)** Framework, marking a shift from attendance-based learning to demonstrable, competency-driven outcomes. Grounded in international best practice, the framework links CPD activities to defined competencies, reflective practice, professional portfolios, and performance audits.

During 2025, the Commission finalized the framework model, reviewed and aligned related regulations and processes, engaged scientific committees and external experts, defined governance roles and responsibilities, designed pilot implementation with monitoring mechanisms, and prepared integration with accreditation and learning platforms. The framework is **ready for launch in 2026**, establishing a unified national approach to lifelong professional learning.

Quality assurance, accreditation, and emerging pathways

To ensure consistent quality across professional development providers, **SCFHS updated 16 standards for specialized professional programs in both Arabic and English**. The updates reflect advances in pedagogy, assessment, and quality assurance, and include criteria for electronic programs, a comprehensive beneficiary guide, and evaluation standards for program review committee members. Accreditation manuals were refreshed and published externally to improve transparency and provider readiness.

SCFHS also advanced new competency-based pathways aligned with risk-based regulation. In dentistry, the Commission launched a dedicated guidance package for Clinical Competency Certification (COC), accrediting the first eight clinical programs and issuing the first eight competency certificates for general dentists.



The introduction of COC pathways is particularly significant in dentistry, where expansion of traditional postgraduate specialty training is structurally limited by clinical training capacity and supervisory requirements. The COC model provides an alternative, standards-based pathway that enables general dentists to acquire and demonstrate advanced, patient-relevant competencies without requiring full specialty enrollment.

Through clearly defined eligibility criteria, supervised practice standards, structured assessment components, and renewal mechanisms, the COC framework ensures quality and patient safety while expanding access to additional skills that respond directly to evolving market needs and patient demand. This approach supports workforce flexibility, enhances service availability, and strengthens the responsiveness of the dental sector to emerging clinical requirements

recognition of prior learning, credit transfer, and progression from entry credentials to advanced practice. Aligned with **Vision 2030** and labor market priorities, this approach enables practitioners to upskill efficiently while maintaining quality assurance.

To support learning environments that promote retention and performance, SCFHS progressed a sector-wide **Emotional Safety Policy** for trainees and practitioners. The policy clarifies behavioral expectations, reporting channels, and remediation pathways, and empowers faculty to foster psychologically safe training environments that enhance learning outcomes and professional sustainability.

Through these integrated enablers, SCFHS continues to strengthen healthcare professional development as a national system — one designed to deliver competence, progression, and public trust at scale, while remaining adaptable to evolving clinical, technological, and workforce needs.

Enablers of scale, access, and quality

Digital learning continued to support scale and flexibility in professional development. SCFHS enhanced learning design, adopted mobile-first delivery, and strengthened integration between learning platforms and accreditation systems to ensure traceability from enrollment through assessment and certification.

In parallel, the **Stackable Credentials** model advanced modular pathways that support



Healthcare Academy

The Healthcare Academy operates as a national platform for rapid, industry-aligned capability building, supporting entry-level and non-traditional workforce segments and complementing formal professional development pathways by accelerating access to skills, employability, and workforce readiness at scale. Through flexible delivery models and close alignment with system demand, the Academy translates national health priorities into practical, workforce-ready capabilities that support service quality and system resilience.



More than
40,000+
trainee

Since its launch in 2017, the Academy has reached more than 40,000 trainees, reflecting sustained demand across the health sector and a broad socioeconomic footprint. In 2025 alone, 6,900 trainees graduated from Academy programs, underscoring its growing role in expanding access to work-relevant skills and targeted upskilling where demand is highest.

Academy programs are structured as modular, stackable pathways designed to enable rapid skills acquisition and progression. Delivery combines scalable digital platforms, simulation-based training, and practice-driven assessment to ensure consistency, accessibility, and verified competence across cohorts.

This approach enables participants to build capabilities incrementally, including outside traditional professional registration and specialization pathways, while remaining responsive to system needs.

To maximize impact, the Academy works in partnership with public and private sector stakeholders to support deployment of trained participants in priority areas. Focus areas include essential patient-facing skills, infection prevention and control, and service excellence in high-throughput clinical environments, alongside targeted preparation for national priorities such as Hajj and Umrah seasons, **Expo 2030**, and the **2034 World Cup**.

Accessibility and portability are embedded by design. Bilingual content delivery and standardized assessment rubrics support recognition across healthcare providers and geographies, enabling mobility and consistent application of skills.

Through this model, the Healthcare Academy strengthens employability, workforce participation, and readiness, complementing SCFHS's professional registration, classification, and postgraduate development ecosystem.

Health Equity, Access & Social Responsibility

Health equity and social responsibility are integral to SCFHS's mandate to develop, recognize, and support healthcare professionals who serve communities across the Kingdom. By expanding access to training, standardizing pathways for progression, and strengthening transparency in professional regulation, the Commission contributes to a healthcare workforce that is more inclusive, capable, and responsive to national needs.

SCFHS addresses exam accessibility through distinct pathways: professional classification examinations that support eligibility for practice, and Saudi Board eligibility pathways that enable progression into postgraduate specialization.

SCFHS's professional development systems are designed to reduce barriers to entry and progression across geography, specialty, and career stage. In 2025, expanded training capacity across Saudi Board programs and scalable delivery through digital and blended models supported broader participation in professional pathways, helping to address demand while improving consistency and learner experience. These efforts contribute to equitable access to opportunities for specialization and advancement across the healthcare system.

Gender inclusion remains a key dimension of health equity. Through inclusive policies, standardized pathways, and targeted initiatives across the professional ecosystem, SCFHS continues to support the advancement of women within the healthcare sector. These efforts strengthen representation, broaden the leadership pipeline, and contribute to more inclusive decision-making across healthcare institutions.

SCFHS's commitment to social responsibility extends beyond individual professional development to strengthening national preparedness and public-facing service quality.

More than **4,000** international trainees from 51 countries

Internationally, SCFHS contributes to equitable access to professional development by opening structured training pathways to participants from outside the Kingdom. Since inception, Saudi Board programs have trained more than 4,000 international trainees from 51 countries, expanding access to high-quality postgraduate education beyond national borders.

Training seats are offered both within the Kingdom and, in selected cases, in collaboration with healthcare institutions in Bahrain and the United Arab Emirates, reflecting regional recognition of Saudi Board standards. These pathways promote equitable access to advanced clinical competencies while supporting knowledge exchange across health systems.

While professional development pathways primarily support licensed healthcare practitioners, the Healthcare Academy contributes to social impact through broader capability building and workforce readiness, supporting access and employability beyond traditional professional licensure pathways.

Through these combined efforts, SCFHS advances health equity as a practical outcome of system design — enabling access, inclusion, and social value through professional development pathways that are fair, transparent, and aligned with public need.

International Engagement & Global Workforce Leadership

SCFHS plays an active role in shaping international dialogue on healthcare workforce development, professional regulation, and system sustainability. Through structured participation in global policy forums, regulatory networks, and professional education platforms, the Commission contributes Saudi Arabia's experience in workforce system design while continuously benchmarking national frameworks against evolving international practice.

Global policy engagement and multilateral dialogue

In 2025, SCFHS participated in high-level multilateral platforms that influence global health and workforce policy, including the **World Health Assembly (WHA)** and the **United Nations General Assembly (UNGA)**. Through these engagements, SCFHS contributed to discussions aligned with the WHO Global Strategy on Human Resources for Health and UN-level priorities related to workforce sustainability, mobility, equity, and resilience.

SCFHS's participation focused on the role of regulation, credentialing, and structured training pipelines in addressing global workforce shortages, improving professional mobility, and strengthening health system preparedness. These contributions positioned the Commission as a technical voice on how regulatory systems can support both national and global workforce needs in an ethical and sustainable manner.

Leadership in professional regulation and standards

SCFHS maintains an active presence in global regulatory and accreditation networks, including engagement with the **International Association of Medical Regulatory Authorities (IAMRA)** and the **World Federation for Medical Education (WFME).** Through these platforms, the Commission exchanges regulatory experience, contributes to discussions on professional standards and lifecycle regulation, and benchmarks its approaches to licensure, accreditation, and continuing professional development against international peers.

This engagement supports the continuous refinement of SCFHS frameworks, including competency-based regulation, digital credentialing, and quality assurance models, while reinforcing alignment with internationally recognized principles of professional governance.



Contribution to global medical education and workforce development

SCFHS also engages in international forums focused on medical education and professional development, including participation in **AMEE**. These engagements enable the Commission to share experience in competency-based training, assessment, and accreditation, while incorporating emerging global practices into national program design.

International engagement in education supports SCFHS's broader role as a system architect for professional development, ensuring that Saudi training pathways remain current, credible, and internationally comparable.

Global engagement as a system enabler

Through sustained international engagement across policy, regulation, education, and training, SCFHS strengthens its role as a contributor to global health workforce solutions. These engagements support mutual learning, inform national system evolution, and enhance the recognition of Saudi professional standards, while positioning the Kingdom as an active and responsible participant in global workforce development efforts.



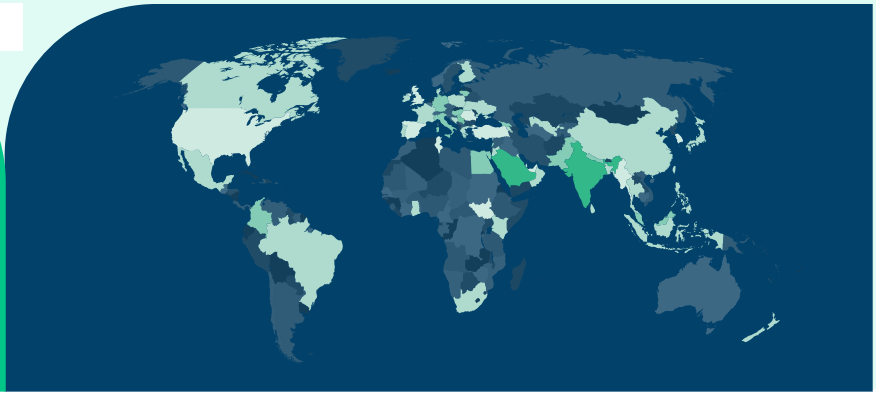
International training pathways and capacity building

Beyond policy and regulatory dialogue, SCFHS contributes directly to global workforce capacity through structured training pathways. In 2025, 1,225 international trainees were actively enrolled in Saudi Board programs, including placements delivered both within the Kingdom and, in collaboration with healthcare institutions in Bahrain and the United Arab Emirates.

During the same year, 186 non-Saudi practitioners graduated from Saudi Board programs, reflecting measurable outcomes of these capacity-building pathways.

By combining active enrollment with standards-based graduation pathways, SCFHS supports skills development, professional mobility, and long-term system strengthening across participating health systems.

1,225
International Trainees in Active Training





SCFHS Workforce

Human Capital

SCFHS's ability to deliver its mandate as the national regulator of healthcare professions depends on the capability, integrity, and engagement of its workforce. The Commission's employees play a critical role in safeguarding professional standards, operating national systems for licensure and examinations, and ensuring the credibility, continuity, and quality of practitioner-facing services across the Kingdom.

In 2025, SCFHS employed 1,104 employees, operating across approximately 10 cities throughout the Kingdom, reflecting the national scope of its regulatory and service delivery responsibilities. The workforce is predominantly full-time and spans regulatory, technical, digital, and administrative functions that collectively enable SCFHS to deliver services at scale.

1,104
employees, operating across approximately 10 cities throughout the Kingdom

Workforce planning and deployment are aligned with institutional priorities, including service continuity, digital transformation, and regulatory effectiveness. By maintaining a geographically distributed and functionally diverse workforce, SCFHS strengthens operational resilience and ensures consistent service delivery to healthcare professionals nationwide.



Learning, Development, and Leadership Capability

Learning and development activities are coordinated through the General Directorate of Learning and Development and are structured through defined learning pathways that combine capability building with targeted leadership readiness.

In 2025, SCFHS implemented six learning pathways, supporting 807 employees with 32,136 learning hours, achieving an overall satisfaction rate of 91.5%. These pathways included Training Needs Analysis, Namah, Jadir, Qiyadiyat, psychometric assessment, and digital learning.

Through Training Needs Analysis, SCFHS identified priority competency gaps and aligned learning offerings accordingly. Delivered programs included:

4
sessions delivered in
Leadership Excellence and Decision Making

reaching
83 employees

3
sessions delivered in
Effective Communication Fundamentals

reaching
92 employees

3
sessions delivered in
Creative Thinking and Innovation in Strategy Development

reaching
90 employees

Additional development focus areas included analytical skills, performance and initiative, organization and execution, adaptability and resilience, collaboration and support, and problem solving and analytical thinking. Satisfaction with Training Needs Analysis courses reached 89%, reflecting relevance and practical value for employees.

89%
satisfaction with Training Needs Analysis courses reached

To strengthen leadership readiness and succession capacity, SCFHS advanced cohort-based internal leadership programs designed to deliver depth through structured learning, coaching, and applied projects:

Program	Participants	Total Training Hours	Coaching Hours	Applied Learning Hours	Completion	Satisfaction
Namah	24	2,304	144	192	In-class: 100% Coaching: 80% Applied Learning: 100%	95.75%
Jadir	23	2,132	138	115	In-class: 100% Coaching: 100% Applied Learning: 100%	95.55%
Qiyadiyat	26	2,496	-	-	In-class: 100% Coaching: 80% Applied Learning: 80%	96.60%

These programs are intentionally limited in scale to ensure quality, relevance, and sustained leadership impact across critical organizational roles.

To further strengthen talent management and leadership readiness, **psychometric assessments were completed for approximately 80% of employees**, enabling more targeted development planning and effective team deployment.



80%
of employees underwent psychometric assessments

Diversity, inclusion, and female empowerment

SCFHS is committed to fostering an inclusive work environment that supports equal opportunity, professional growth, and fair representation across its workforce. Diversity and inclusion considerations are embedded into workforce planning, learning, and leadership development practices.

In 2025, **women represented 51% of the total SCFHS** workforce, reflecting strong participation across professional, technical, and administrative roles. Female representation extended into leadership and supervisory positions, with **40% of leadership roles held by women**, supporting balanced decision-making and diversity of perspectives within the organization.

Female employees also participated actively across learning and leadership development initiatives, including internal leadership programs, benefiting from structured training, coaching, and applied development opportunities. These outcomes strengthen internal leadership pipelines and reinforce equitable access to advancement.

51%
women employees

40%
women in leadership positions





Environmental Stewardship for Tomorrow

SCFHS recognizes that environmental stewardship is integral to sustaining a resilient healthcare system and protecting the resources upon which public health depends. While the Commission's core mandate is regulatory and educational rather than industrial, our operational footprint spans facilities, digital infrastructure, examination centers, and national service delivery. We therefore approach environmental responsibility through efficiency, system design, and long-term infrastructure choices that reduce resource intensity while maintaining service continuity and public trust.



Environmental considerations, including climate-related risks and opportunities, are integrated into the Commission's enterprise risk management framework to support long-term institutional resilience.

Our environmental efforts are guided by national priorities under Saudi Vision 2030 and the Saudi Green Initiative and aligned with SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action). In 2025, SCFHS focused on strengthening the foundations for environmental performance through renewable energy integration, energy efficiency, and improved data readiness to support future measurement and disclosure.

Climate and Greenhouse Gas Emissions

In 2025, SCFHS conducted its first comprehensive greenhouse gas (GHG) emissions inventory in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. This initial assessment establishes a baseline of the Commission's emissions across Scopes 1, 2, and 3 and provides a structured foundation for ongoing climate management, performance tracking, and transparent reporting.

Scope 1 emissions include direct emissions from stationary combustion, mobile combustion, refrigerant gases, and fire suppression systems operated across SCFHS facilities. Scope 2 emissions relate to purchased and consumed electricity required to power buildings, operations, and digital infrastructure. Scope 3 emissions capture relevant indirect emissions occurring across the value chain, including purchased goods and services, fuel- and energy-related activities, waste generated in operations, business travel, employee commuting, and downstream leased assets, consistent with the GHG Protocol's Scope 3 categories.

As this is the first year in which SCFHS has completed a full GHG inventory aligned with the GHG Protocol, the Commission is simultaneously advancing the development of a formal emissions reduction plan. This plan will be informed by the findings of the baseline inventory and will prioritize actions to reduce emissions through energy efficiency, renewable energy integration, operational improvements, and responsible procurement and mobility practices.

In parallel, SCFHS will progressively strengthen the quality, granularity, and completeness of its emissions data year on year, enabling more robust analysis, clearer insights, and greater transparency over time. The summarized results of SCFHS's 2025 GHG emissions inventory are presented below.

Scope 1 emissions	GHG Emissions CO2e (metric tonnes)
Stationary Combustion	1
Mobile Combustion	36
Refrigerant Gases & Others (Kyoto Products)	58
Fire Suppression	2,974
Total scope 1 emissions	**3,069**
Scope 2 emissions	
Purchased and Consumed Electricity	4,376
Total scope 2 emissions	**4,376**
Scope 3 emissions	
Purchased Goods and Services (Cat. 1)*	13,485
Fuel & Energy Related Activities (Cat. 3)	1,374
Waste Generated in Operations (Cat. 5)	6
Business Travel (Cat. 6)	572
Employee Commuting (Cat. 7)	977
Downstream Leased Assets (Cat.13)	2,512
Total scope 3 emissions	**18,926**
Total Scope 1, 2, and 3 emissions	**26,372**

* Emissions reported under "Purchased Goods and Services (Category 1)" include capital goods, as purchase orders are not currently disaggregated by operating versus capital expenditures. In addition, emissions associated with upstream transportation and distribution are included within this category where contract values are presented as a single lump sum and do not allow for separate identification of transport-related costs.

Energy Management and Renewable Energy Transition

Energy consumption represents the most material component of SCFHS's direct environmental footprint, driven primarily by office operations, digital platforms, and examination and training facilities across multiple cities. In response, SCFHS has taken a structured approach to reducing reliance on grid electricity by investing in on-site renewable energy generation where technically and operationally feasible.

SCFHS's energy consumption figures for 2025 are shown below.

Energy Consumption	GJ
Energy from stationary combustion	14
Energy from mobile combustion	540
Total direct energy consumption	**554**
Energy from electricity consumption	28,644
Total indirect energy consumption	**28,644**
Total energy consumption (direct and indirect)	**29,198**

During 2025, SCFHS advanced the study, design, and implementation of rooftop solar photovoltaic (PV) systems for selected Commission facilities. The initial phase focused on SCFHS buildings in Riyadh, with systems designed as self-consumption (zero-export) installations to directly offset on-site electricity demand. The Riyadh solar project has an installed capacity of approximately 139 kWp and is expected to generate around 253 MWh of electricity in its first year of operation, based on site-specific solar irradiation and system performance assumptions.

The system comprises 237 high-efficiency mono-crystalline PV modules, supported by on-grid inverters and a monitoring platform to track performance and reliability.

Beyond Riyadh, SCFHS completed technical studies and design scopes for expanding solar PV installations to additional facilities in Jeddah, Dammam, and Abha. These systems are designed to align with available roof areas, structural constraints, and projected electricity demand, supporting a phased transition toward cleaner energy sources across the Commission's operational footprint.

By prioritizing self-consumption renewable energy systems, SCFHS reduces exposure to energy price volatility, improves operational resilience, and contributes to national decarbonization objectives without compromising service availability.

~253 MWh

The Riyadh solar project has an installed capacity of approximately 139 kWp and is expected to generate around 253 MWh of electricity in its first year of operation



Energy Efficiency and Operational Optimization



In parallel with renewable energy investments, SCFHS continues to reduce energy demand through digitalization and operational efficiency in its buildings and operations.

As of 2025, five out of seven of the Commission's buildings achieved energy efficiency certification, reflecting the tangible progress in improving the performance of its facilities and embedding efficiency considerations into its built environment.

The Commission's service delivery model relies heavily on digital platforms for registration, licensure, examinations, training management, and professional records. These systems reduce the need for paper-based processes, physical travel, and duplicated administrative activities, resulting in lower indirect energy use across the value chain.

Preventive and operational maintenance programs were strengthened during the reporting period to support facility readiness, extend asset life, and reduce unplanned resource consumption.

Facility projects implemented during the reporting period, including the development and expansion of computerized examination centers, incorporated efficiency considerations related to space utilization, lighting, and system integration. While environmental performance requirements are still being formalized at the project level, SCFHS applies applicable safety, quality, and technical standards to ensure efficient and reliable building operations.

Electricity consumption data is collected across facilities in coordination with relevant authorities, forming the basis for future benchmarking, performance tracking, and targeted efficiency interventions.

Sustainable Interior Design

SCFHS integrates sustainability principles into the design and fit-out of its interiors to reduce environmental impact while maintaining functional and high-quality workspaces. Where feasible, the Commission prioritizes recycled or sustainably sourced building materials in refurbishment and new fit-out projects, supporting responsible resource use and lower embodied environmental impacts.

Interior layouts and architectural features across SCFHS facilities are designed to maximize the use of natural daylight, reducing reliance on artificial lighting during working hours and contributing to lower electricity consumption. This approach also supports improved indoor environmental quality for staff and visitors.

In addition, the Commission seeks to select furniture, finishes, and décor from environmentally responsible suppliers, favoring products that demonstrate durability, lower environmental footprints, or use of sustainable materials.



Healthy Workplaces and Sustainable Mobility

Across its facilities, SCFHS has prioritized improvements in indoor environmental quality by installing air purification systems to reduce airborne pollutants and maintain cleaner, healthier air for staff, visitors, and stakeholders.





The Commission has integrated indoor and outdoor green elements within selected SCFHS facilities, recognizing the role of natural environments in supporting psychological well-being and creating more pleasant and productive work settings. These enhancements have been implemented as part of targeted facility upgrades and fit-out projects, rather than as a uniform rollout across all locations.

In parallel, sustainability considerations are embedded into new and renovated interior fit-outs through the use of non-toxic paints and selected materials that minimize exposure to harmful substances and support healthier indoor environments. These practices are applied where feasible within the scope of refurbishment and construction projects, aligned with safety, quality, and regulatory requirements.

Beyond its buildings, SCFHS encourages more sustainable mobility patterns among employees and visitors. The Commission promotes the use of public transportation options where available, including the Riyadh Metro for facilities located within accessible catchment areas, as an alternative to private vehicle use. This approach aligns with broader urban mobility initiatives and supports reduced reliance on car-based travel, while recognizing variations in accessibility across locations.

Resource Use and Waste Considerations

SCFHS's operational activities generate limited direct waste relative to industrial or clinical organizations. The primary waste streams are associated with office operations, IT equipment, and construction or refurbishment activities at facilities. During 2025, environmental controls related to waste management were implemented through contractor requirements, site safety procedures, and compliance with applicable municipal regulations.

Operational initiatives to reduce waste, promote recycling, and improve resource efficiency were implemented across SCFHS facilities in line with applicable municipal and regulatory requirements. This includes the implementation of waste sorting systems within buildings, enabling better segregation of recyclable and non-recyclable materials. SCFHS has also reduced the use of plastic and non-biodegradable materials across its operations, particularly in offices and facilities management practices. In addition, partnerships with licensed recycling companies have been established to support sustainable waste disposal and ensure materials are managed in an environmentally responsible manner.

Digital transformation continues to play a central role in reducing material consumption, particularly paper, printing supplies, and physical document handling. Standardization of workflows and centralized digital records further reduce duplication and administrative waste.

In parallel with waste reduction efforts, SCFHS is strengthening its approach to responsible water management across its facilities. Buildings are equipped with water-saving devices, including low-flow faucets and dual-flush toilets, to reduce unnecessary consumption while maintaining service quality. Where feasible, SCFHS has explored water recycling solutions such as greywater systems for non-potable uses, including irrigation and cleaning, alongside rainwater harvesting systems to supplement water supply and reduce reliance on municipal sources. To enhance oversight and efficiency, real-time water consumption monitoring tools are being deployed to track usage patterns, identify inefficiencies, and support data-driven conservation measures. These technical initiatives are complemented by internal awareness campaigns that promote responsible water use among staff and stakeholders.

As SCFHS expands its facilities portfolio and infrastructure investments, opportunities to further formalize waste segregation, recycling practices, contractor environmental requirements, and advanced water management solutions will be assessed as part of broader ESG integration.





Urban Greening and Tree Planting



SCFHS has strengthened its commitment to urban greening and biodiversity enhancement through expanded tree planting initiatives across its facilities. During the reporting period, more than 213 indoor plants were introduced to improve indoor environmental quality and workplace wellbeing, alongside over 2,000 outdoor plants that contribute to microclimate regulation, shading, and landscape resilience.

Collectively, planted and landscaped areas now cover more than 30% of SCFHS's total external area, reflecting a deliberate approach to integrating green spaces into the built environment.

213
indoor plants

2,000
outdoor plants

30%
total external area



Trusted Governance & Ethical Standards



Trusted governance is central to SCFHS's mandate as the national regulator of healthcare professions. The Commission operates within a structured governance framework designed to ensure accountability, independence, and integrity across regulatory decision-making, while safeguarding public trust and supporting the long-term sustainability of the healthcare system.

Governance arrangements at SCFHS support the scale and complexity of its role, which spans professional registration and classification, examinations, accreditation, professional development, and digital practitioner services affecting more than 800,000 healthcare professionals. Clear oversight, ethical standards, and effective risk management enable SCFHS to discharge these responsibilities with consistency and transparency.

800,000+
registered healthcare practitioners

Business Ethics and Regulatory Compliance

SCFHS upholds high standards of ethical conduct and regulatory compliance across all activities. Policies and procedures define expected behaviors, manage conflicts of interest, and support ethical decision-making across governance bodies, management, and operations.

Regulatory processes are governed by documented frameworks that promote fairness, objectivity, and consistency in professional registration and classification, examinations, accreditation, and professional development decisions. Approval workflows, defined roles, and escalation mechanisms reinforce accountability and help ensure that regulatory decisions are taken in the public interest.

In 2025, risk-based assurance and advisory engagements supported stronger regulatory compliance and governance oversight, with 100% of the approved internal audit plan completed during the year. These activities contributed to reinforcing internal controls, improving process transparency, and identifying opportunities to enhance operational performance. Anti-fraud awareness initiatives further supported a culture of integrity across the organization.



100%
audit plan Delivered

Digitalization, Privacy & Information Security

Digital platforms are central to SCFHS's service delivery model, supporting practitioner registration and classification, examinations, training management, accreditation, and professional records. As a custodian of sensitive personal and professional data, SCFHS prioritizes privacy, data protection, and cybersecurity across all digital systems.

Information security controls are implemented to protect the confidentiality, integrity, and availability of data, supported by defined access controls, monitoring mechanisms, and system safeguards. In 2025, SCFHS strengthened its cybersecurity posture through the **activation of a Network Detection and Response (NDR) system**, linked to all network sources to enable continuous detection of advanced threats and unusual activities.

This capability enhances real-time monitoring, supports early identification of cyber risks, and strengthens system resilience, reinforcing confidence in SCFHS's digital services and information governance.

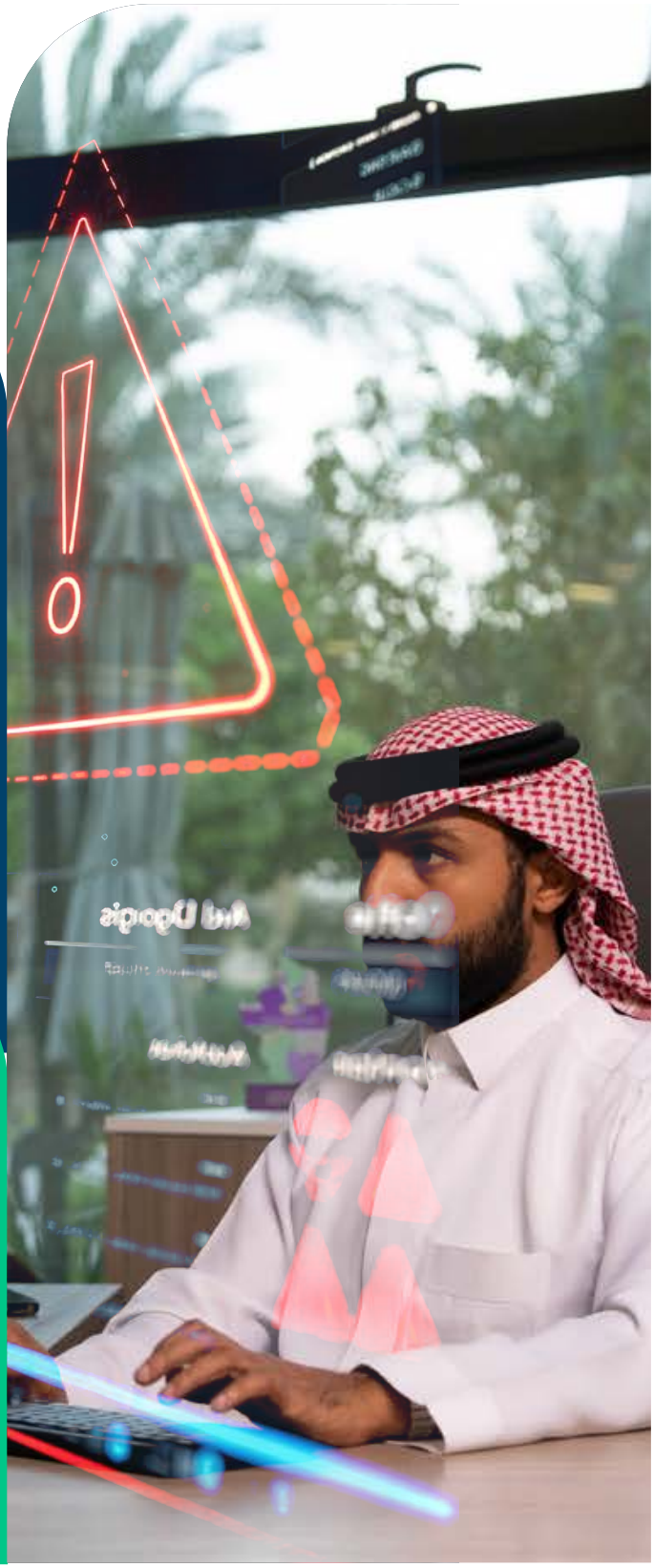


Risk Management

SCFHS applies a structured, risk-based approach to managing regulatory, operational, digital, and strategic risks. Risk considerations are embedded into planning, oversight, and decision-making processes to support continuity of operations and the resilience of critical systems.

During 2025, **risk-based assurance reports and management advisory engagements were delivered with 100% completion against the approved annual plan**. These engagements strengthened controls and governance, enhanced process efficiency, and reinforced risk management practices across key functions.

Risk thinking was further embedded through initiatives including the **ISO 10002:2018 project**, targeted anti-fraud awareness efforts, and contributions to the development of digital reporting services. Together, these actions support proactive risk identification, timely mitigation, and continuous improvement of the control environment.



Supply Chain Management

SCFHS manages its supply chain in line with applicable procurement regulations and internal controls, ensuring transparency, fairness, and accountability in supplier engagement. Procurement processes support the delivery of core regulatory services, digital platforms, and professional development initiatives, while maintaining alignment with governance and risk management requirements.

Oversight mechanisms help manage supplier performance and reduce operational, compliance, and dependency risks associated with third-party relationships. Through disciplined supply chain governance, SCFHS strengthens service reliability and supports effective execution of its mandate.

Looking ahead, SCFHS plans to further integrate environmental, social, and governance (ESG) considerations into its supply chain processes. This will include incorporating sustainability-related criteria into procurement practices, supplier evaluation, and risk assessment, to support responsible sourcing, enhance resilience, and align supplier engagement with the Commission's broader sustainability objectives.





GRI Content Index

GRI Content Index

GRI Standard	Disclosure	SCFHS Report Section
GRI 2: General Disclosures	Organizational details, mandate, values, strategy	About SCFHS
GRI 2-9, 2-12	Governance structure and roles of the highest governance body	Governance Structure and Oversight
GRI 2-15, 2-16	Ethics, integrity, conflicts of interest, communication of concerns	Business Ethics and Regulatory Compliance
GRI 3: Material Topics	Identification and prioritization of material topics	About this Report
GRI 404: Training and Education	Learning hours, capability building, leadership development	Learning and Leadership Development
GRI 405: Diversity and Equal Opportunity	Workforce diversity, gender representation	Diversity, Inclusion, and Female Empowerment
GRI 413: Local Communities	Workforce development and societal impact	Healthcare Professional Development
GRI 302: Energy	Energy consumption, renewable energy integration	Energy Efficiency and Renewable Energy
GRI 303: Water and Effluents	Water use and conservation practices	Resource Efficiency and Water Management
GRI 305: Emissions	Greenhouse gas emissions (Scope 1, 2, 3)	Climate Emissions and Carbon Management
GRI 306: Waste	Waste reduction and recycling practices	Resource Efficiency and Waste Management
GRI 204: Procurement Practices	Supplier management and responsible procurement	Supply Chain Management
GRI 205: Anti-corruption	Anti-fraud controls and compliance systems	Business Ethics and Regulatory Compliance
GRI 418: Customer Privacy	Data protection and information security	Digitalization, Privacy, and Cybersecurity

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