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SUSTAINABILITY

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Sustainability Journey

Accelerating our environmental and social impact

At Riyadh Cement Company, sustainability is embedded in how we operate, invest and govern. In 2025 we continued to integrate environmental stewardship, safety, accountability and technological efficiency across the value chain, aligning our actions with national priorities and global good practice. Our Board oversees a governance system designed to protect shareholders and stakeholders and to ensure transparent reporting; the Company confirms it has applied the provisions of the Corporate Governance Regulations issued by the Capital Market Authority (CMA), with advisory provisions to be applied if and when they become mandatory.

During the year, RCC sustained momentum on flagship decarbonization and efficiency projects. Construction advanced on Waste Heat Recovery (WHR) units using Organic Rankine Cycle (ORC) technology with Turboden (Japan). These units deliver c. 12.7 MW of gross power once fully commissioned, lowering purchased electricity and emissions intensity while improving cost competitiveness. In parallel, RCC progressed energy-transition agreements with Saudi Aramco and Saudi Electricity Company under the national Liquid Fuel Displacement Program; execution is scheduled over a two-year window. To enable reliable grid connection, the Company signed a SAR 85 million contract for a new 33/11 kV substation at Al-Muzahimiyah.

Our circular-economy track continued to scale. RCC implemented iron-slag recycling in cooperation with the National Center for Waste Management, aiming to reduce clinker factor and avoid natural raw-material extraction. In 2025 we also increased the utilization of industrial by-products and achieved -5% substitution of natural raw materials, with year-on-year growth in industrial waste usage.

We strengthened biodiversity and land stewardship through our Million Tree Program; a long-term commitment aligned with the Saudi Green Initiative and Green Riyadh. In 2025 alone, our nursery produced 101,500 native seedlings across species; December community distributions totaled 56,000 seedlings across municipal and NGO partners reinforcing on-site planting and regional greening. To date, RCC's nursery has produced -110,000 seedlings, with 7,500 planted at the factory, 9,000 in the housing area, and additional greening across site corridors and community spaces

Safety remains our foremost priority. By the end of 2025, RCC achieved 3,626,304 accumulated safe man-hours with zero Lost Time Injuries, supported by continuous HSE training such as defensive-driving and first-aid programs delivered at our sites. Our people agenda also advanced inclusion: RCC obtained the Mowaamah certification for accessible workplaces, reinforcing equal opportunity and workforce participation in line with Vision 2030.

Our innovation partnerships deepened. RCC was recognized among the top 10 national companies (out of 1,300) for Industrial Transformation and began deploying AI-enabled quality optimization to enhance process stability and customer outcomes. We strengthened ties with KACST and leading universities and institutes through technical visits, joint programs and talent pipelines, reflecting our commitment to research translation and national capability building.

RCC's sustainability reporting matured as we launched a refreshed materiality assessment and prepared our first stand-alone ESG Report, complementing this Annual Report and enhancing disclosure to investors, regulators and communities. We also expanded digital transparency through a new Investor Relations portal providing real-time access to financial and performance data. In line with CMA practice, the Board Report accompanies the AGM notice and is submitted within three months of year-end.



OUR SUSTAINABILITY POLICY

Sustainability is integral to our business model and competitive strategy. We commit to environmentally and socially responsible operations across our value chain.

Sustainability Principles

Riyadh Cement's policy rests on five pillars:



Environmental stewardship

01

energy efficiency, emissions reduction, waste minimization, biodiversity and land rehabilitation around our sites.

02

Circular economy

scaling alternative raw materials and valorizing industrial by-products (e.g., iron-slag) to conserve natural resources

03

Health & Safety

risk-based training (defensive driving, first aid), safety processes, and zero-harm culture.

04

People & communities

skills development (Himma program), inclusive workplace (Mowaamah), and community partnerships.

05

Governance & transparency

robust internal controls, committee oversight, and timely disclosures through Tadawul and our website, including explicit CGR "applied/not applied" reporting.

Looking ahead to 2026

Our roadmap prioritizes safe, reliable execution of the ORC/WHR program; phased grid connection and fuel-mix optimization; expanded secondary-raw-material substitution; and scaled afforestation and rehabilitation. We will continue to digitize production, deploy AI-assisted quality optimization, and publish our first ESG Report with quantified baselines, targets and KPI tie-backs.

Sustainability Snapshot



ORC Waste-Heat Recovery — ~12.7 MW

WHR generate electricity from kiln exhaust.



Power transition — SAR 85 million substation EPC

Grid connection advancing under the Liquid Fuel Displacement Program.



Afforestation & community greening — 101,500 seedlings (2025)

December distributions of 56,000 seedlings across partners; cumulative seedlings -110,000 to date



People & workforce — foundations for inclusive growth

766 employees Saudization 40% 13 nationalities

female colleagues 0.7% (5) employees

FY2025 turnover: 8.10% voluntary, 5.85% involuntary.



Capability building — Hemmah & digital learning

70 Hemmah trainees

~6,205 digital learning hours via Udemy Business (98% license utilization);

5 cooperative trainees; 5 training programs delivered; 6 workshops/conferences; training across 8+ departments.



CSR Award 2025

Second consecutive year — Ministry of Human Resources & Social Development.

Sustainability Framework

OUR SUSTAINABILITY FRAMEWORK

Riyadh Cement's sustainability framework is organized into five core focus areas— Environmental Sustainability, Employment Sustainability, Community Sustainability, Quality Sustainability, and Public Relations Sustainability so that strategy, projects, and day-to-day practices move together toward Vision 2030 and our long-term value ambitions.

Environmental Sustainability

Reducing environmental impact while safeguarding natural resources.

01

Energy Transition Roadmap

- Gas conversion of all kilns and calciners under the Liquid Fuel Displacement Program (gas station, pipeline network, new burners) is in tender; planned completion 31-Dec-2027.

Grid Connection & Substation

- 33/11 kV, 92 MW grid station to replace captive liquid-fuel/diesel power; contract under tender with target completion 31-Dec-2026.
- Separately, RCC signed a SAR 85 million substation EPC in 2025 to advance connection readiness (Al-Muzahimiyah).

Waste-Heat Recovery (WHR, ORC)

- Large-scale ORC system 11.17 MW net (ffi 12.7 MW gross) generating clean power from kiln/preheater exhaust; agreement signed (Simona Energy); under commissioning, targeted 31-Dec-2025.

Solar Energy (PPA)

- 30 MW solar PV project in tender to diversify energy and reduce Scope 2 footprint; targeted 31-Oct-2026.

Circular Economy & Industrial Integration

- Utilization of industrial by-products (e.g., iron-slag) to reduce clinker factor
- showcased at Cityscape - Malham with Mawan
- MoU with Rassas (National Lead Smelting Co.) to activate circular initiatives.

Afforestation & Vegetation Cover ("Riyadh Green")

- On-site nursery and planting programs; 1,000 Arta trees to be planted with Wasm Environmental Association in King Abdulaziz Royal Reserve.
- 2025 nursery production 101,500 seedlings (sidr, talh, ghaf and others); 56,000 seedlings distributed in December 2025 across municipal/NGO partners.

Environmental Governance & Workshops

- Company-wide ESG workshop emphasized integrating environmental and social factors in daily decisions and balancing growth with responsibility.

In-plant Controls

- Dust/air-quality improvements through filtration/housekeeping
- spill-prevention and emergency readiness as part of HSE routines reviewed during monthly site tours

Employment Sustainability

Building capability, safety, and inclusion for long-term performance

02

Human Capital Profile (2025 YTD)

- 766 employees (271 Saudi / 495 non-Saudi)
- Saudization 40%
- 13 nationalities
- 5 female colleagues (0.7%)
- Turnover: 8.10% voluntary, 5.85% involuntary

Human Capital Development

- Structured learning pathways
- “Himmah 4” with the Saudi Electronics Institute (70 trainees) moved to assessment phase, aligned to plant needs.
- Digital learning: Udemy Business license utilization 98%, adoption 90%, 6,204.7 learning hours (~21 hours per active learner).
- 5 cooperative trainees; 5 training programs delivered; coverage across 8+ departments; 6 workshops/conferences.

University & TVET Partnerships

- Field visits and practical learning for King Saud University and Al-Quwayiyah Technical College—exposure to production lines, labs, quarries, and safety culture.

Performance & KPI Discipline

- Monthly executive reviews of departmental KPIs; redesigned performance management around plan-monitor-review cadence and results orientation.

Occupational Health & Safety

- Defensive-driving and first-aid training delivered; national OSH bodies (National Council for OSH, Esnad)
- reviewed standards, PPE use, evacuation, blasting controls, and dust/emissions management.

Inclusion & Accessibility

- Mowaamah Certification obtained—accessible, inclusive workplace aligned with national standards.

Digital Workplace Enablement

- Launch of a Unified Internal Digital Platform to streamline employee access to content/services and modernize daily workflows.

Health Campaigns

- Seasonal influenza vaccination across HQ and plants
- blood-donation campaign aligned with Ministry of Health drive.

Community Sustainability

Creating shared value with the communities we serve

03

Strategic Community Programs

- Cement support for mosque project (Urawa Governorate)
- 10,000 seedlings delivered to Arwa Charity Association
- multi-agency volunteer planting

Religious & Cultural Partnerships

- Agreement with Mubeen Quran Memorization Association to run circles in the residential complex
- Ramadan Iftar participation on Social Responsibility Day
- Eid gatherings to foster cohesion.

Afforestation Season

- Joint activities with National Center for Vegetation Cover and the National Afforestation Program—on-site plantings, nursery visits, and guidance on species suited to industrial environments.
- December 2025 distributions: 56,000 seedlings across municipal and NGO partners (part of the 2025 nursery output noted above).

Clients & Market Relationships

- Distinguished-clients ceremony
- continuous on-site CEO tours reinforce responsiveness, operational transparency, and partnership culture.

International Collaboration

- Engagements with VDMA/AHK and participation at the 28th Arab International Cement & Building Materials Conference to share sector best practice and sustainability trends.

Recognition

- CSR Award 2025 (second consecutive year)
- acknowledgments at SIDF “Towards a Sustainable Industrial Future” event.

Quality Sustainability

Assuring product quality, compliance, and reliability end-to-end

04

Quality Governance & Certification

- SASO-GSO compliance and ISO 9001:2015 QMS maintained
- integration with energy/asset/information management certifications (e.g., ISO 50001, 55001, 56001, 27001).

Grinding & Material-Handling Upgrades

- **Bucket elevators replacing air lifts (two Raw Mills 550 TPH each;**
 - two Preheaters 450 TPH each
 - two Cement Mills 400 TPH
 - 7th elevator 400 TPH ongoing) to improve reliability and reduce power use
- **Roller presses**
 - CM L2 200 TPH
 - CM L3 60 TPH
 - Raw L1&2 450 TPH (pre-tender).

Operational Discipline (“7S” & S7 System)

- Regular field reviews of 7S/housekeeping and S7 control progress in raw-mill areas; measurable gains in productivity and waste reduction.

Digital Quality & Control Rooms

- “Industrial Beacons” initiative and The First Light centralized control room integrate operations, quality, and maintenance for real-time decision-making.

Reliability & Availability Outcomes

- Modernization projects target fewer stoppages, higher availability, better energy per ton, and more predictable supply for giga-projects

Public Relations Sustainability

Embedding sustainability in how we communicate, educate, and advocate

05

Governance & Frameworks

- Launch of ESG Framework & Systems Project with NCV Net Carbon Vision
- builds the Sustainability Roadmap and supports RCC’s first stand-alone ESG report.

Investor Transparency

- Launch of Investor Relations Portal with real-time data, reports, investment calculator, and share/market tools—raising disclosure quality and accessibility

Stakeholder Events & Recognition

- Official sponsorship at the International Exhibition for Construction & Sustainable Building
- CEO recognized Top Cement CEO 2024 (Argaam Awards) and Arab Professional Excellence Award 2025
- RCC ranked among Top-10 “Factories of the Future.”

Policy Engagement & Carbon Markets

- Exploratory meeting with the Regional Voluntary Carbon Market Company to understand participation pathways aligned with RCC’s decarbonization plan.

Media & Issues Readiness

- Coordinated channels and trained spokespeople for accurate, responsible communications, supported by monthly site reviews that surface performance and project milestones

ESG Initiatives and Targets for 2026

In 2025, Riyadh Cement launched the ESG Framework & Systems Project and signed the Sustainability Project Agreement with NCV (Net Carbon Vision) to build a sustainability roadmap and enable data-driven reporting. The project is underway with completion planned in 2026; deliverables include a stand-alone ESG Report aligned with recognized global standards and integrated dashboards for performance tracking.

We also enhanced transparency by launching a modern Investor Relations Portal that provides real-time access to financial data and reports, reinforcing disclosure and governance.

Environmental — Low-Carbon and Circular Operations

Power Transition and Energy Efficiency Grid Connection & Substation (LFDP)

Build a 33/11 kV, 92 MW grid station to replace captive liquid-fuel generation; currently at tender stage with planned completion 31-Dec-2026.

2026 target: Energize the new substation and complete grid tie-in by 31-Dec-2026.

Solar PV (PPA)

30 MW solar project under a PPA model; in tender with planned completion 31-Oct-2026.

2026 target: Execute the PPA and commence supply in line with the 31-Oct-2026 milestone.

Waste-Heat Recovery (ORC)

11.17 MW (net) Organic Rankine Cycle plant; agreement signed (Simona Energy); under commissioning with planned completion 31-Dec-2025 for handover.

2026 focus: Operate the commissioned facility in line with post-handover ramp-up; operational KPIs to be finalized in Q1-2026 following performance testing.

Fuel Switch to Natural Gas (LFDP)

Plant-wide conversion (gas station, pipeline network, new burners for all three lines); tender stage with planned completion 31-Dec-2027.

2026 milestone: Maintain procurement and construction schedule; target EPC award in 2026 and completion of detailed design/long-lead procurement per LFDP plan.

Material-Handling Modernization (Energy Efficiency)

Six high-efficiency bucket elevators completed (raw mills, preheaters, cement mills); the 7th elevator (400 TPH) is ongoing with planned completion 31-May-2026.

Complementary roller presses are in pre-tender (CM-L2 200 TPH, CM-L3 60 TPH, Raw L1&2 450 TPH) with completions in 2027.

2026 target: Complete the 7th elevator by 31-May-2026; advance roller-press awards per the capex schedule.

Circular Economy and Industrial Integration

Iron-Slag Utilization

Experience showcased at Cityscape – Malham with Mawan; MoU with Rassas (National Lead Smelting Co.) to activate circular initiatives.

2026 focus: Sustain the iron-slag circularity program; substitution and quality protocols to be set in Q1-2026 based on process trials.

Environmental Governance and Standards

Riyadh Cement maintains ISO 50001:2018 (Energy Management) and ISO 27001:2013 (Information Security); in 2025, also achieved ISO 56001:2024 (Innovation Management) and ISO 55001:2024 (Asset Management).

2026 focus: Maintain certifications and integrate ESG data controls under the ESG Systems Project; define data lineage, roles, and audit trails for all material environmental KPIs by mid-2026.

Social — People, Safety and Community

Occupational Health & Safety

Defensive-driving and first-aid training delivered in late-2025; national OSH bodies (National Council for OSH and Esnad) reviewed PPE, evacuation, quarry blasting controls, and dust/emissions management during an official visit.

2026 targets:

Conduct a minimum of 12 emergency drills across plants and key facilities. Deliver 2,500 HSE training hours. Maintain zero Lost Time Injuries (LTI).

Inclusion and Accessible Workplaces

Mowaamah Certification obtained, confirming an inclusive and accessible workplace.

2026 targets:

Maintain certification and close high-priority accessibility actions identified in the audit (tracking via quarterly reviews).

Capability Development and Education Partnerships

“Himmah 4” with the Saudi Electronics Institute entered assessment for 70 trainees; field learning continued with King Saud University and Al-Quwayiyah Technical College.

2026 targets:

Graduate ≥ 70 Himmah trainees and extend structured on-the-job learning to ≥ 50 employees across core operations.

Workforce Well-being

Seasonal influenza vaccination campaign delivered; Company events reinforced cohesion (Ramadan Iftar, Eid gathering, appreciation of industrial security personnel).

2026 targets:

Achieve ≥ 90% vaccination coverage among eligible employees and run two Company health-awareness campaigns.

Community Investment

Cement support for a mosque project in Urawa; participation in the Ministry's Social Responsibility Day; CSR Award 2025 (second consecutive year).

2026 targets:

Reach ≥ 3,000 direct community beneficiaries through structured programs. Align strategic donations to documented local needs with quarterly impact summaries.

Governance — Systems, Disclosure and Digital Excellence

ESG Governance and Reporting

ESG Framework & Systems Project with NCV Net Carbon Vision is ongoing with planned completion 7-Mar-2026; outputs include a sustainability roadmap and an ESG report aligned with recognized standards.

2026 targets:

Publish the ESG Report by Mar-2026 and operate ESG dashboards (Board and Executive views) with quarterly updates from Q2-2026.

Transparency and Investor Communications

Investor Relations Portal launched to strengthen transparency and reliability with real-time data and tools.

2026 targets:

Integrate ESG highlights and KPI snapshots into the portal; track investor-engagement metrics (e.g., page views, downloads, response time) with a baseline in H1-2026 and improvement plan for H2.

Digital Operations (Industry 4.0)

The Company's digital transformation—Industrial Beacons and The First Light centralized control room was highlighted during leadership field visits, alongside monthly KPI reviews and continuous 7S improvement. A Unified Internal Digital Platform was launched in 2025.

2026 focus:

Extend predictive monitoring to 100% of critical assets, embed monthly KPI cadence across all units, and reduce unplanned downtime by ≥ 10% versus 2025.

PEOPLE AND SOCIETY

Our People

Developing our Workforce

At Riyadh Cement, people are the engine of safe, reliable, and efficient operations. In 2025 we continued to align human capital with plant priorities and promotion paths, making capability building and performance discipline core to our operating model. Our Skills Development Center anchors technical, safety, and managerial learning for job families across production, control-room operations, quality laboratories, quarry & mining, maintenance, and reliability. Digital learning scaled materially through Udemy Business (high license utilization and adoption), while core technical modules remained 100% face-to-face to ensure hands-on mastery and rapid transfer to the line.

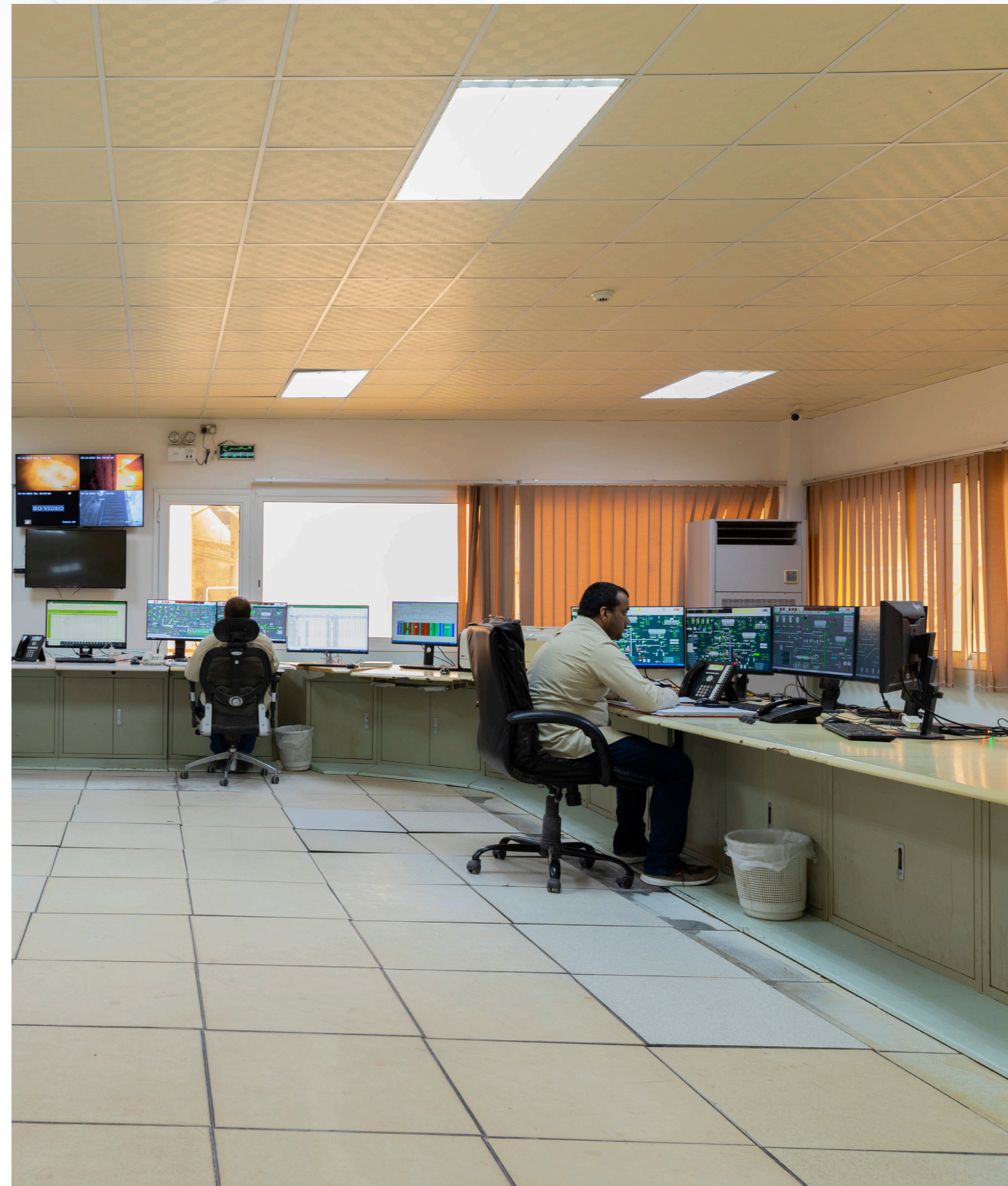
Employee Headcount (2025 YTD)

Female employees	Male employees	Total headcount
5 (0.7%)	761	766

Saudization
40% 271 Saudi, 495 non-Saudi

Nationality Mix (13)

Nepal	Egypt	Bangladesh	India	Pakistan	Philippines	Saudi
25	36	42	89	124	129	271
	Sri Lanka	Tanzania	Palestine	Jordan	Sudan	Yemen
	1	1	2	6	17	23



New Hires and Turnover (2025 YTD)

Involuntary turnover

5.85%

Voluntary turnover

8.10%

Saudization (2025 YTD)

Overall Saudization rate

40%

Non-Saudi nationals

495

Saudi nationals

271

Our pipeline focuses on building Saudi technical depth for shift leadership, control-room operations, quality, quarry & mining, and reliability functions through structured rotations and buddying on the line.

Transforming Human Resources for Strategic Impact

During 2025, Human Resources operated as a performance partner to Operations and HSE, aligning capability building with plant needs and promotion paths. Workforce planning mapped the roles most critical to safe, reliable output—shift leadership, control-room operations, quality laboratories, quarry & mining, and reliability engineering—and sequenced learning and on-the-job rotations accordingly. The Skills Development Center remained the engine of this approach, connecting classroom learning to simulator/control-room practice and line-side execution. Digital learning complemented face-to-face delivery: Udemy Business licenses reached 98% utilization with 90% user adoption, delivering 6,204.7 digital learning hours (approximately 21 hours per active learner). Performance management emphasized clear objectives, supervisor coaching, and standardized SOPs so that training translated into measurable outcomes on the floor

Riyadh Cement Skills Development Center

The Center anchors technical, safety, and managerial development for job families across production, maintenance, quality, quarry & mining, and reliability. In 2025 all core technical modules were delivered 100% face-to-face across 8+ departments, supported by 5 formal programs and 6 technical workshops/conferences used to codify best practice, refresh SOPs, and standardize troubleshooting and shutdown procedures. Knowledge transfer is embedded in the operating model: experienced specialists provide structured buddying and line-side coaching linked to departmental gap analyses and the Himmah rotations, ensuring continuity while national talent accelerates.

Driving National Talent Development

Riyadh Cement continued to invest in pathways that prepare Saudi nationals for skilled roles in cement manufacturing. Himmah 4 at the Saudi Electronics Institute (Diriyah) advanced to the assessment phase with 70 trainees; the program has achieved 100% completion across phases to date. University and TVET partnerships—most notably with King Saud University and Al-Quwayiyah Technical College—delivered structured plant-based learning; 5 cooperative trainees were hosted for practical assignments aligned to production and reliability priorities. On-site mentorship, supervisor coaching, and rotation planning connect graduates to real responsibilities with clear criteria for progression into shift leadership and control-room positions.



Safety, Health and Performance

Zero-harm culture

Riyadh Cement recorded 3,626,304 accumulated safe man-hours in 2025 with zero LTIs, supported by targeted defensive-driving and first-aid training, leadership safety walk-downs, and contractor alignment.

External checks.

The site was reviewed by the National Council for Occupational Safety and Health together with Esnad, covering PPE compliance, evacuation drills, blasting controls, and dust/emissions management reinforcing adherence to national standards and continuous improvement in operational controls.

Well-being.

A Company-wide seasonal influenza vaccination campaign was completed across headquarters and plants to promote workforce health and resiliency during peak seasons.

Inclusion and Accessibility

Mowaamah Certification (Dec-2025)

Facilities and practices were confirmed accessible and inclusive, reinforcing equal-opportunity hiring, reasonable accommodations, and barrier-free workplace design. HR audits focus on job-fit and accommodation plans so that qualified candidates can perform safely and effectively in technical and administrative roles.



Our Corporate Social Responsibility

Elevating our Communities and Nation

As a national industrial company, we aim to create tangible, lasting value in the communities where we operate. In 2025, Riyadh Cement advanced environmental stewardship and community well-being through initiatives aligned with Vision 2030 and local priorities. Our nursery delivered 10,000 seedlings to Arwa Charity Association for community planting, while our agreement with Wasm Environmental Association provides for planting 1,000 Arta trees in King Abdulaziz Royal Reserve. During the National Afforestation Season, we hosted teams from the National Center for Vegetation Cover and the National Afforestation Program for on-site plantings, nursery tours, and technical exchanges on native species and desertification control. We also supported community infrastructure by supplying cement for a mosque project in Urawa Governorate. Health and solidarity programs included a company-wide seasonal influenza vaccination campaign and participation in Ramadan Iftar and Eid gatherings that strengthen social cohesion among employees and families. Riyadh Cement received the CSR Award 2025 from the Ministry of Human Resources and Social Development for the second consecutive year, recognizing consistent community impact and environmental engagement.

Investing in the Future of Saudi Talent

Our CSR agenda prioritizes education-to-employment pathways for local youth. Himmah 4 at the Saudi Electronics Institute (Diriyah) progressed to the assessment phase with 70 trainees, achieving 100% completion across phases to date. We hosted structured field-learning visits for King Saud University and Al-Quwayiyah Technical College, and welcomed five cooperative trainees for plant-based assignments. These partnerships bridge classroom learning with real industrial practice preparing candidates for technical roles across production, control-room operations, quality, quarry & mining, and reliability. Knowledge sharing extended beyond academia. We hosted a delegation from VDMA/AHK to exchange insights on sustainability and advanced manufacturing and participated in the International Exhibition for Construction & Sustainable Building and SIDF's "Towards a Sustainable Industrial Future" event—platforms that helped amplify best practice and highlight the circular-economy potential of industrial by-products.



Afforestation & Biodiversity Nursery Program (2025)

Seedlings produced
101,500 7 native species

To support urban greening, reduce dust, and enhance biodiversity in arid conditions through resilient species and planned distribution.

Production by Species

Species	Qty
Sidr	30,500
Talh Najdi	31,000
Ghaf	9,000
Qard	15,000
Acacia saligna	6,000
Talh Malhi	4,500
Acacia glauca	5,500
Total	101,500

Distribution (Dec-2025)

Partner / Location	Qty
East Riyadh Municipality	30,000
Arwa Charity Association	10,000
Al-Muzahimiyah Club	10,000
RCC factory & housing	6,000
Total distributed	56,000

CSR Snapshot

Seedlings produced
101,500 (7 species)

Seedlings distributed (Dec-2025)
56,000 to 4 partners

Himmah trainees
70 phases completed 100%

Co-op trainees hosted
5

Digital learning hours
6,204.7 (utilization 98%, adoption 90%)

Training delivery

8+ departments **8+** departments **6** workshops **5** programs

100% face-to-face for core technical modules