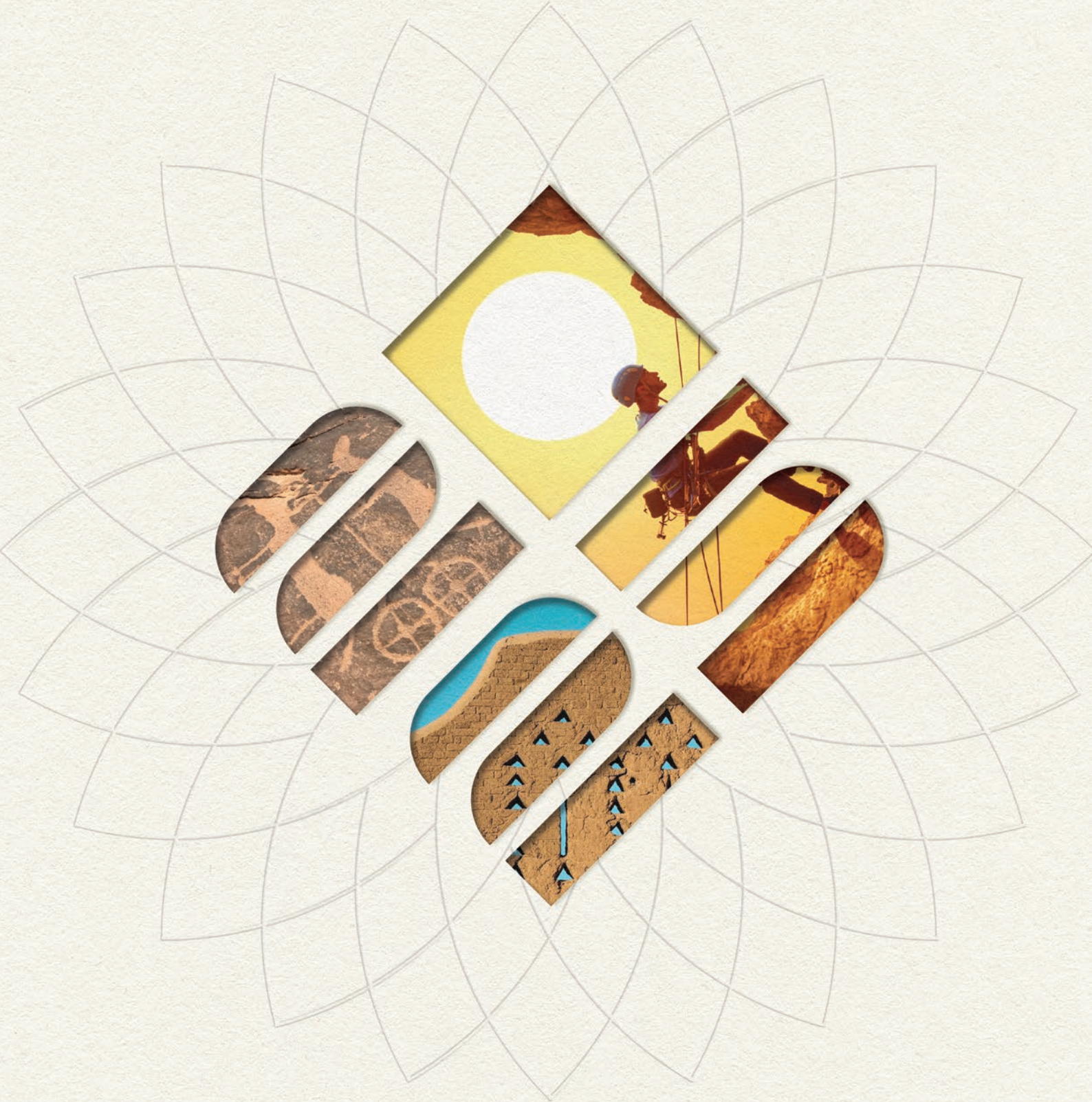


# VISION 2030 ANNUAL REPORT 2025



## EXECUTIVE SUMMARY



Our country continues its journey toward a brighter future, building on a decade of remarkable progress achieved under Vision 2030. The Kingdom has emerged as a leading example of how to effectively harness its capabilities and resources to drive comprehensive development, with impact clearly reflected in the enhanced quality of life for its people.

**Custodian of the Two Holy Mosques**

King Salman bin Abdulaziz Al Saud



After a decade of progress under Vision 2030, our nation has shown how ambition can be turned into real results through the determination of its people and the strength of its institutions. The progress achieved in recent years means we must now build on this momentum, step up our efforts, and strengthen our plans to sustain this progress and continue improving the lives of our people.

**His Royal Highness**

Prince Mohammed bin Salman Al Saud

**Crown Prince and Prime Minister**

# Introduction

Since 2016, Vision 2030 has guided a broad and sustained transformation across the Kingdom. Reforms have been introduced, institutions have evolved, and new opportunities have emerged across the economy and society, and the results are increasingly visible in how people live, how the economy is growing, and how institutions deliver. This has been driven by a shared national effort that aligns the work of government, the private sector, and wider society. Supported by transparent measurement and sustained delivery, this approach has strengthened confidence and accountability across the system.

The progress achieved to date hasn't been driven by isolated initiatives, but by a delivery system built over time. Reforms were designed and implemented, institutional capabilities were strengthened, and performance management became more embedded across government. This supported stronger coordinated, clearer accountability, and more consistent execution across sectors and programs.

In 2025, progress continued across society, the economy, and government performance, enabled by Vision 2030's core delivery architecture. Vision Realization Programs continued to serve as the primary implementation vehicles,

translating priorities into coordinated plans and measurable results. In parallel, national strategies accelerated execution across sectors and regions, turning long-term ambitions into practical initiatives, investments, and programs.

For citizens, the impact is clear. Opportunities have expanded, services have advanced, and quality of life has improved. Culture, sport, and entertainment are now part of everyday life. New pathways have opened for talent, and more people can build careers in growing industries that were once unimaginable and contribute to the future being created. For international partners, the Kingdom presents a

clear long-term direction, broader areas of opportunity, and a more mature operating environment.

As the Kingdom moves into the third phase of Vision 2030 in 2026, the focus is clear: sustain momentum and delivery against national priorities.

This report provides an integrated view of Vision 2030 progress in 2025 across its three pillars: a Vibrant Society, a Thriving Economy, and an Ambitious Nation.

From ambition to lived reality, Vision 2030 stands as both progress delivered and a journey still unfolding.



# Vision Realization Programs

Vision Realization Programs (VRPs) were established in the first phase of Vision 2030 (2016-20), as primary implementation tools. These medium-term entities have strengthened coordination across the ecosystem, accelerated progress and contributed to the achievement of several ambitious targets.

VRPs play a crucial role in building institutional capabilities, equipping entities with the necessary tools and frameworks to support sustainable growth and development. As the VRPs have evolved over time, some have merged, others have concluded following the achievement of their objectives and new programs have been established. Most recently, the

Fiscal Sustainability and the Privatization Program concluded after fulfilling their objectives.

VRPs have also supported the shift towards a more sustainable development model, including the launch of a number of National Strategies (see next section), which will guide transformation and delivery over the longer-term.



**Health Sector Transformation Program**



**Financial Sector Development Program**



**National Transformation Program**



**Human Capability Development Program**



**Quality of Life Program**



**Privatization Program**



**Housing Program**



**National Industrial Development & Logistics Program**



**Pilgrim Experience Program**



**Public Investment Fund Program**



# National Strategies

Building on the foundations established by the VRPs, specialized national, sectoral and regional strategies were introduced to advance the second phase of Vision 2030 and support longer-term development. These strategies have contributed significantly to economic diversification efforts and delivered both economic and social benefits to the Kingdom, supported by strong government coordination and private sector participation. They have helped sectors such as tourism, culture, renewable energy, and mining grow at a pace that would have been difficult to imagine a decade ago.

The third phase of Vision 2030 will see these strategies play an even greater role, enabling Saudi Arabia to respond to emerging opportunities and sustain progress across sectors.

Further details on the strategies listed below can be found in the Appendix.



◆ **2018** Mining Sector Strategy

◆ **2020** Real Estate Sector Strategy | Labor Market Strategy

◆ **2021** National Transport and Logistics Strategy | Asir Region Development Strategy | National Investment Strategy

◆ **2022** National Gaming and Esports Strategy | National Industry Strategy

◆ **2024** National Biotechnology Strategy

◆ **2025** National Privatization Strategy

# Executive Summary of Vision 2030 Performance



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## Overview

Vision 2030 continues to build on stronger institutions, a more diversified economic base, and improved resilience to external shocks. Progress is translating into measurable results, supported by a delivery model structured through Vision Realization Programs (VRP) and reinforced by sectoral and regional strategies, with ongoing monitoring and adjustment.

Despite global economic and geopolitical challenges, the Kingdom maintained steady progress. Growth continued, supported by rising non-oil revenues, while inflation remained stable compared to global peers. Credit ratings improved, and international competitiveness strengthened.

This is reflected across key indicators. Non-oil activity now accounts for more than half of GDP. Private sector participation has expanded, supported by continued investment, the development of new sectors, and the role of the Public Investment Fund in attracting capital. Non-oil exports have reached record levels, and job creation has strengthened.

Institutional reforms have improved service delivery and strengthened fiscal management. The expansion of digital government has enhanced accessibility, efficiency, and transparency, contributing to a more predictable and resilient ecosystem for businesses, investors, and citizens. At the same time, growth in non-oil revenues has supported a more sustainable fiscal position.

Global conditions and shifts in capital flows continue to evolve. Investment is sequenced in line with long-term sustainability and strategic return, with programs adjusted where needed within a disciplined fiscal framework.

Vision 2030 has unfolded across three five-year phases, each building on the last. The third phase begins in 2026, focusing on sustaining delivery, strengthening returns, and reinforcing resilience.



# The Economic Landscape

The Saudi economy continues to strengthen, supported by sustained growth in non-oil sectors and a more diversified economic base. Reforms and investment have expanded the role of the private sector and reduced exposure to external shocks.

In 2025, growth exceeded expectations, led by non-oil activities, which now account for more than half of GDP. Private sector contribution has increased, supporting job creation and contributing to a decline in unemployment

to the lowest levels yet. Continued investment, including through the Public Investment Fund, has helped develop new sectors and attract capital.

Fiscal and economic management has supported this progress, with a stronger financial position and improved resilience. Continued investment across sectors has reinforced growth and expanded economic activity beyond oil, while progress is increasingly reflected in improved credit ratings and recognition by international institutions.

## Highest Economic Growth in Three Years

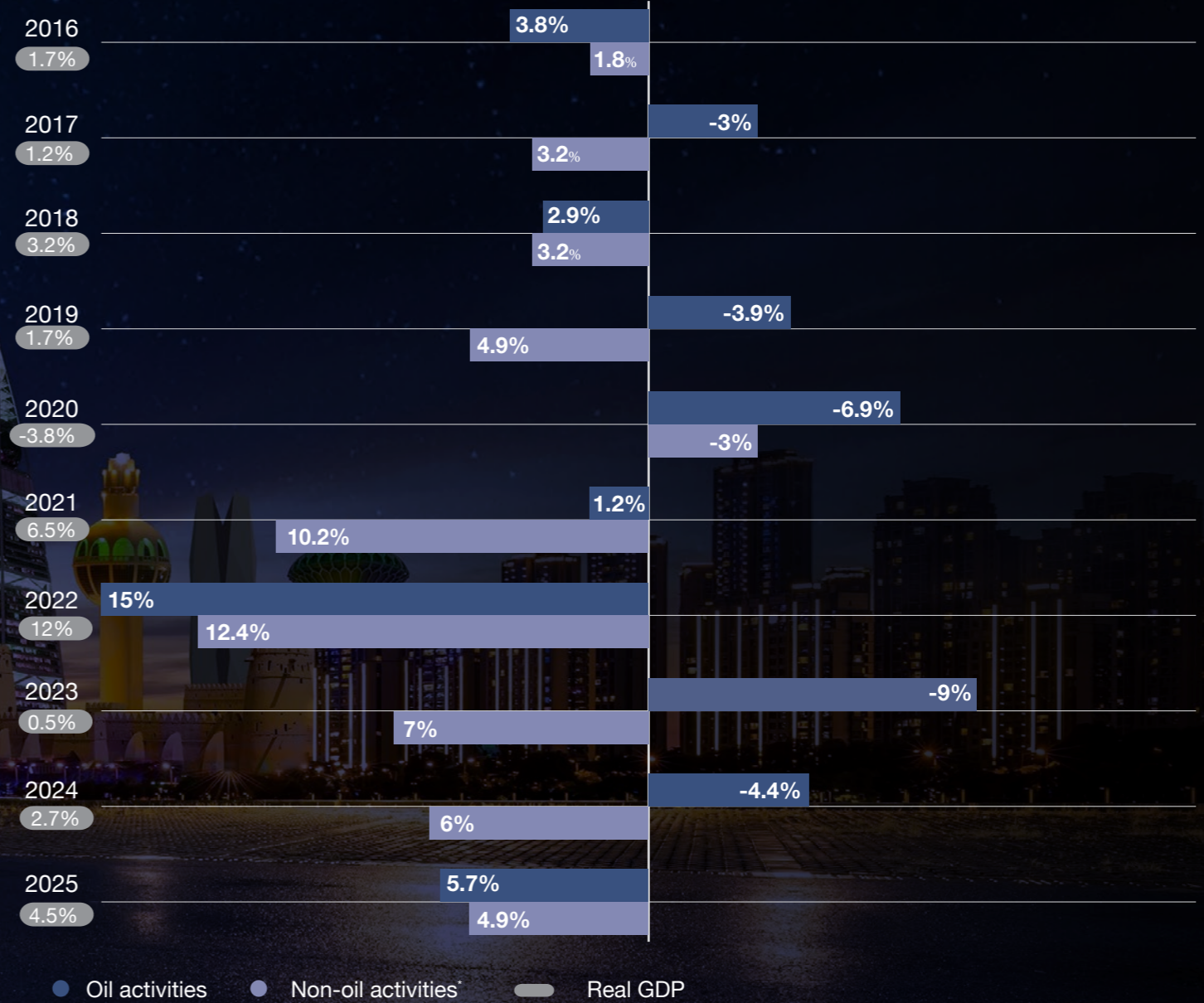
%  
**4.5%**  
Real GDP growth

## Non-Oil Economy Continues to Expand

%  
**4.9%**  
Non-oil growth

## Steady Inflation Levels

%  
**2.0%**  
Stable Inflation



## Low Saudi Unemployment Rate

%  
**7.2%**  
from 12.3% in 2016

\* Excludes government activities

## Strong Credit Ratings

Aa3

Moody's - Stable

A+

Fitch - Stable

A+/A-1

S&P - Stable



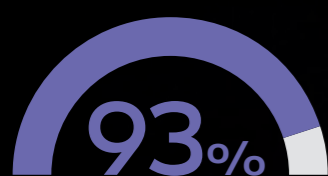
# Progress Overview: Vision 2030 Implementation

## Performance of VRPs and National Strategies

Vision 2030 is implemented through Vision Realization Programs and national strategies, supported by a structured and robust performance management system.

Progress is measured through defined indicators and initiatives, aligned with phased targets extending to 2030. This enables continuous performance tracking and supports timely adjustments where needed.

The system ensures that implementation remains aligned with priorities and that delivery stays on track.



Achieved or near annual target



390

with activated and measured readings

309

achieved or exceeded interim targets

52

near target (85-99%)



Completed or on track



1,290

total initiatives

225

completed since the launch of Vision 2030

935

on track

## Progress Across Vision 2030 Pillars

Vision 2030 is structured around three interlinked pillars that guide the Kingdom's transformation:

A Vibrant Society focuses on quality of life, grounded in values, culture, and national identity, with continued improvements in healthcare, education, and opportunities for participation and community engagement.

A Thriving Economy focuses on diversification and competitiveness, expanding non-oil sectors, strengthening private sector participation, and increasing integration with global markets.

An Ambitious Nation focuses on governance and institutional performance, strengthening public sector effectiveness, transparency, and accountability.

As implementation progresses, a growing share of indicators across the three pillars are meeting, nearing, or exceeding targets, reflecting more consistent delivery and stronger performance management.

Overall, progress across the three pillars is reflected in continued improvements in quality of life, a more diversified and resilient economy, and stronger institutional performance.

### A Vibrant Society



Umrah Pilgrims from Outside the Kingdom

Million

2025 Target

18.03 15

Saudi Homeownership Rate

%

2025 Target

66.24% 65%

Adult Physical Activity

%

2025 Target

59.1% 55%

### A Thriving Economy



Number of Employees in SMEs

Million

2025 Target

8.88 7.55

Non-Oil Exports

Million

2025 2016

\$166 \$64.6

IMD World Competitiveness Ranking

Rank

2025 Target

17<sup>th</sup> 39<sup>th</sup>

### An Ambitious Nation



Non-Profit Sector Contribution to GDP

%

2025 Target

0.2% 1.4%

Volunteers

Million/Thousand

2025 2016

17.5M 22.9K

E-Participation

Rank

2025 Target

7<sup>th</sup> 39<sup>th</sup>

## Vision 2030 Performance Indicators

Vision 2030 delivery is supported by institutional reform and structured program management, with performance tracking showing steady progress across indicators.

Performance indicators are defined across three levels. The first and second levels measure progress toward strategic objectives, while the third level tracks the implementation of initiatives under Vision Realization Programs and national strategies. This structure supports consistent performance assessment and early identification of gaps.

As Vision 2030 enters its third phase in 2026, measurement approaches will continue to be refined in line with international best practices.

# Vibrant Society

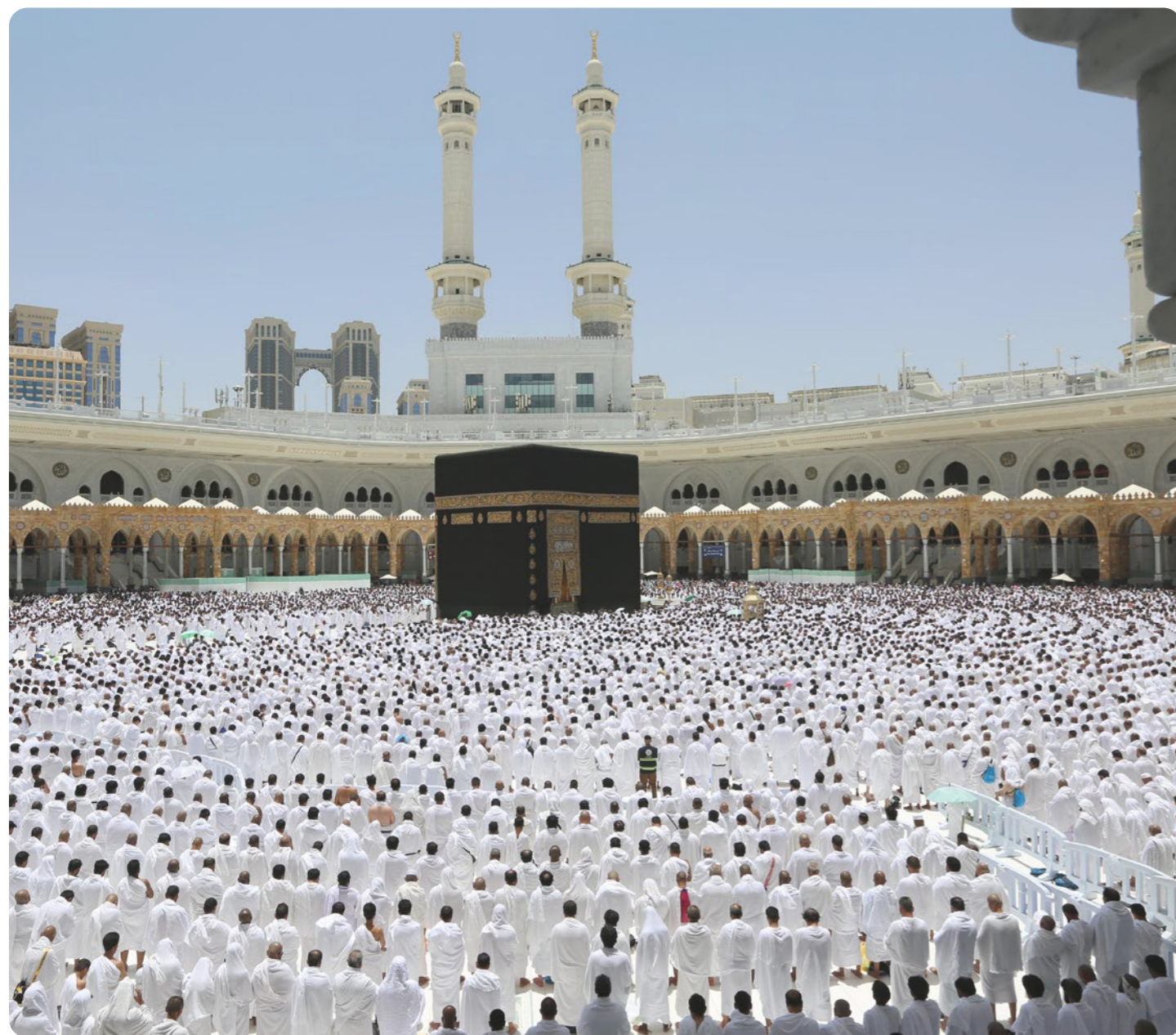
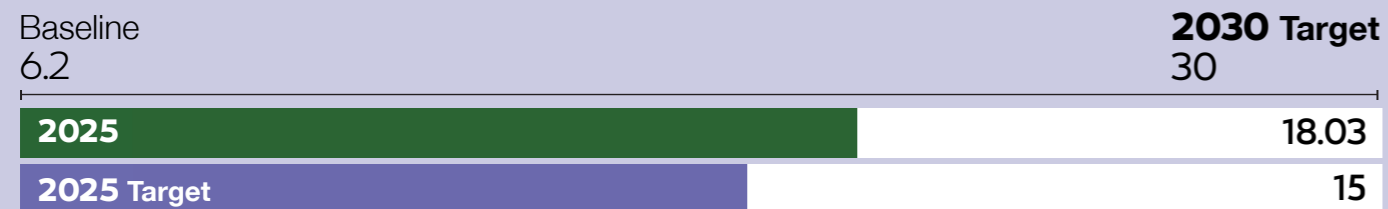
Strengthen Islamic values and national identity



- ◆ Exceeded target
- ◆ Achieved target
- ◆ Approaching target (85-99%)
- ◆ Below required level

### Umrah Pilgrims from Outside the Kingdom

Million Pilgrims



The number of Umrah performers from outside the Kingdom exceeded the 2025 target for the second consecutive year. Growth reflects expanded capacity and improvements in the overall visitor journey.

Digital platforms have simplified application and booking processes, visa procedures have been streamlined, and entry channels expanded. Infrastructure in Makkah and Al-Madinah has also been upgraded to accommodate higher numbers while maintaining service standards.

### Number of Saudi Sites Listed on UNESCO World Heritage List

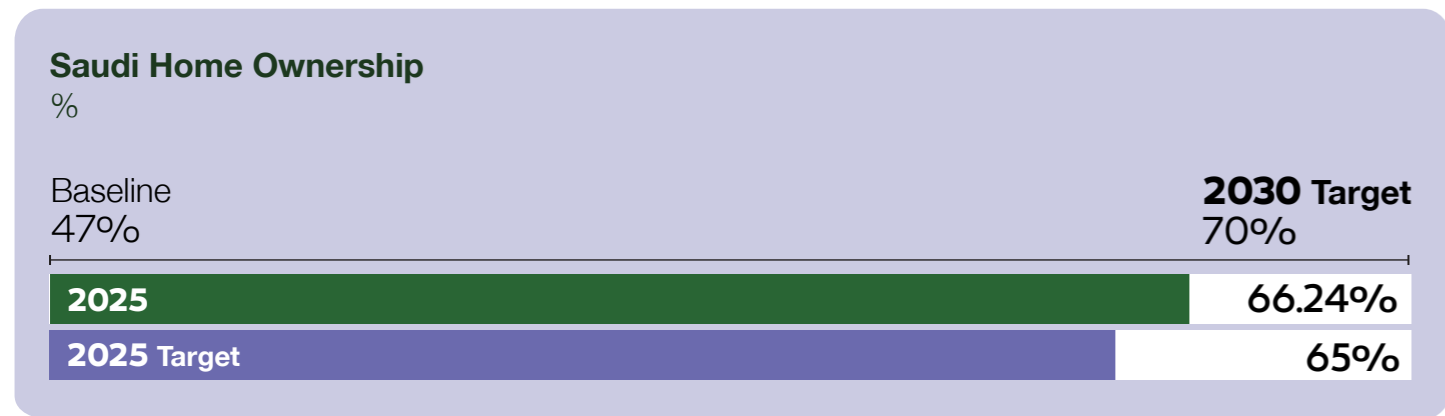
Sites



Saudi Arabia maintained eight UNESCO World Heritage Sites in 2025, having already met its 2030 target ahead of schedule. The most recent addition, the Cultural Landscape of Al-Faw Archaeological Area, was inscribed in 2024.

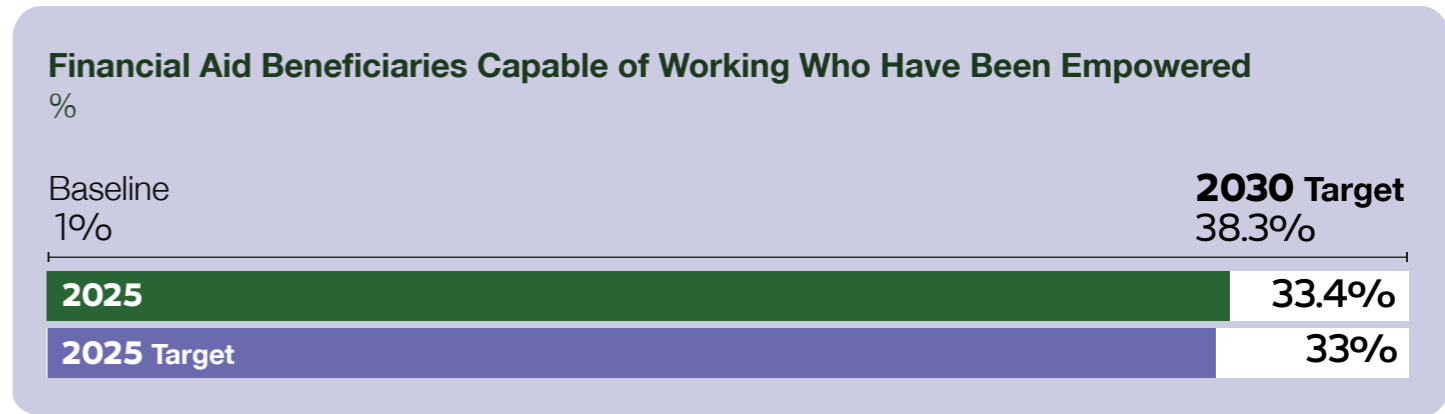
Preparation of sites on the Tentative List continued through conservation, restoration, and infrastructure upgrades aligned with UNESCO standards.

◆ Offer a fulfilling and healthy life



Homeownership has increased steadily over the past decade, supported by expanded mortgage access, targeted financing, and continued growth in housing supply under the Housing Program. In 2025, the Saudi family homeownership rate reached 66.24%, exceeding its annual target of 65% and continuing its upward trend since 2017.

As demand has grown, housing costs have risen in some high-demand areas. In response, measures have been introduced to support affordability, alongside new projects to expand supply and incentives to attract local and international developers.

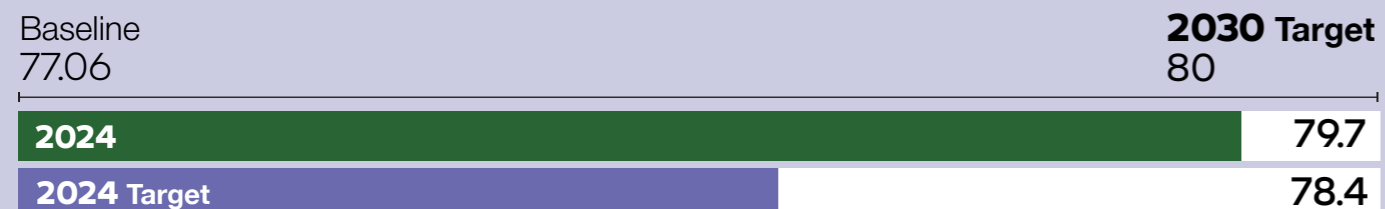


The share of work-capable social security beneficiaries remained above the annual benchmark in 2025, reflecting continued integration into the labor market. While slightly lower than in 2024, the overall trend remains within the expected range.

The Enhanced Social Security System continues to support this shift, with expanded training, qualification, and employment pathways. By Q3 2025, more than 77,000 beneficiaries had progressed through these programs.

### Average Life Expectancy

Years

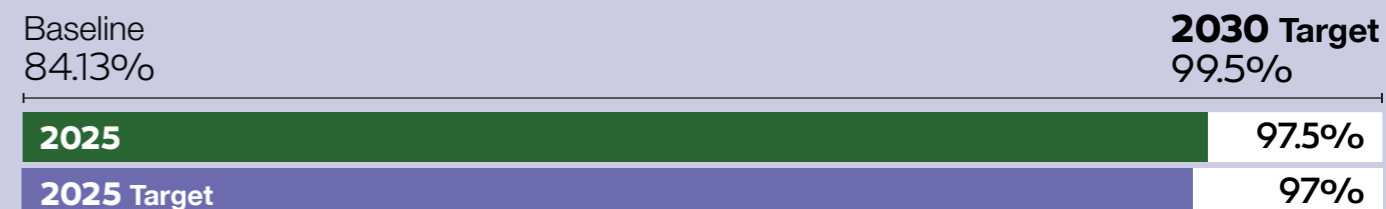


Health outcomes continued to improve, with life expectancy increasing to 79.7 years in 2024, exceeding targets set through 2029 based on the latest reading. Improvements in road safety outcomes have also contributed to this progress.

This reflects continued investment in specialized care, expanded access to high-quality services, and improvements in preventive and primary healthcare. Non-communicable diseases have declined gradually in line with 2030 targets, although they remain a leading cause of mortality.

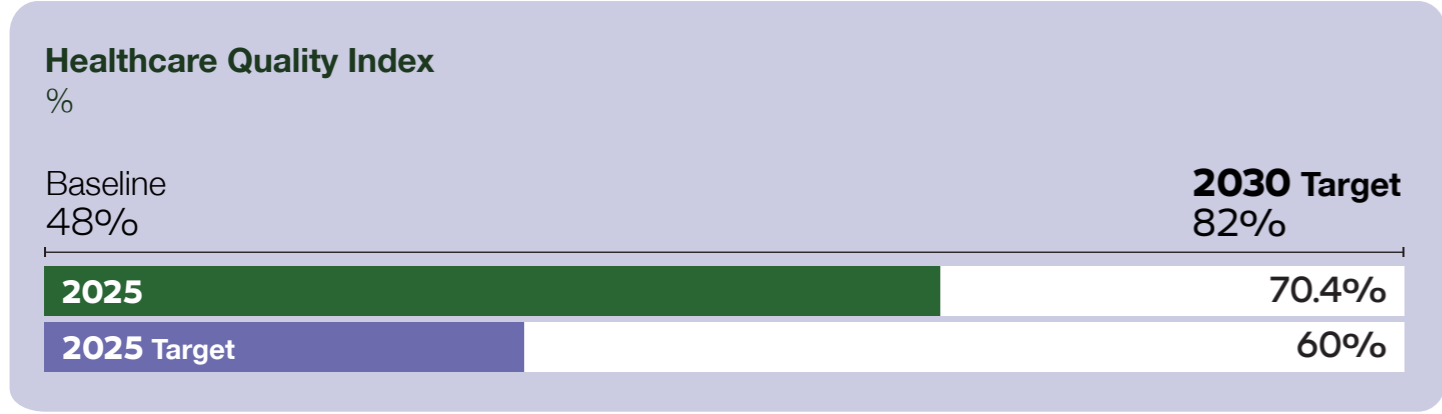
### Population Clusters Covered by Healthcare Services Across the Kingdom

%



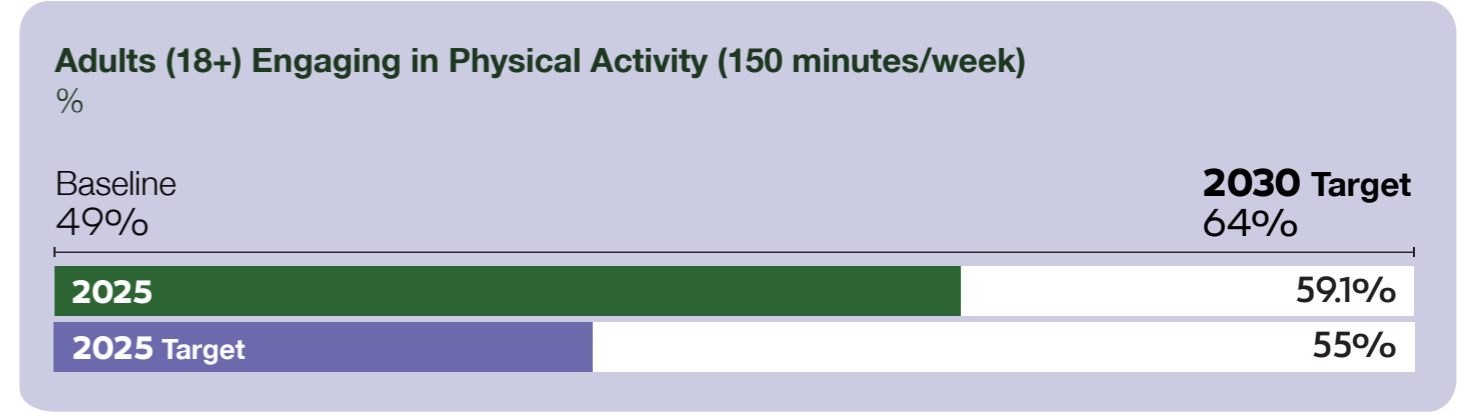
Access to primary care has expanded significantly, with coverage reaching nearly the entire population by 2025. This exceeded the annual target and met the 2026 target ahead of schedule.

Progress reflects improvements in service delivery, including expanded primary care networks, better geographic coverage, and the use of mobile and integrated care models to reach underserved areas.



The Healthcare Quality Index reached 70.4% in 2025, exceeding the 60% target. Improvements reflect gains in care effectiveness, mortality outcomes, service timeliness, and reduced waiting

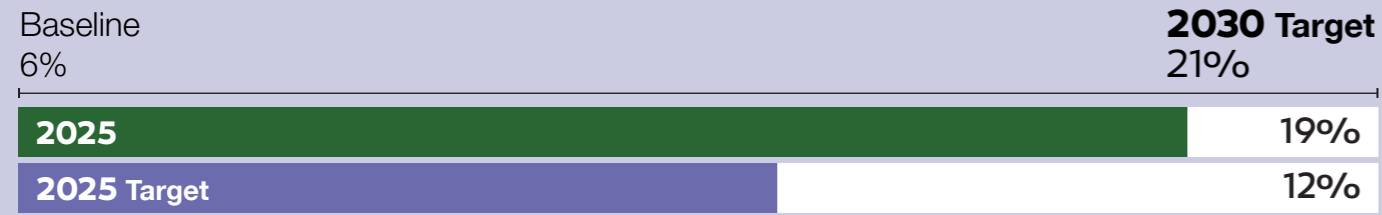
times for initial assessments. The Health Sector Transformation Program continues to support these improvements and sustain quality over time.



In 2025, 59.1% of adults met the recommended level of weekly physical activity, exceeding the 2027 target two years ahead of schedule. Participation is higher among men than women (66.5% compared to 43.1%), and strongest among younger adults, reaching 71.2% among those aged 18-29.

This reflects wider access to sports and recreation, including expanded community programs, increased use of public spaces and green areas, and the integration of sport into education and local initiatives. National platforms such as the Sports for All Federation, along with new infrastructure including Sports Boulevard, have also contributed.

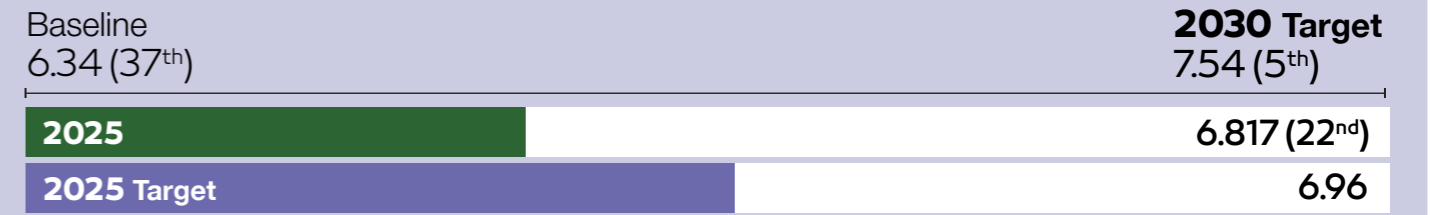
### Youth (5-17) Engaging in Daily Physical Activity (60 minutes)



In 2025, 19% of youth met the recommended level of daily physical activity, reaching the 2029 target four years ahead of schedule. Participation was higher among males than females, at 23% compared to 14%.

This reflects expanded school sports, community programs, and greater access to public spaces and parks.

### World Happiness Index Score and Rank



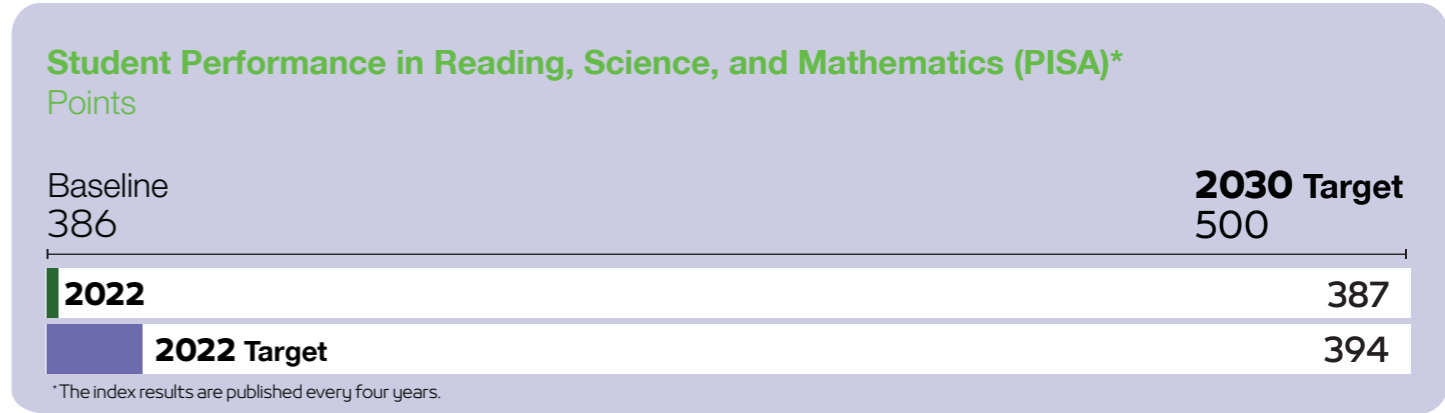
Between 2016 and 2025, Saudi Arabia advanced 15 places in the World Happiness Index, reaching 22nd out of 147 countries.

This reflects expanded opportunities across entertainment, culture, tourism, and sports, contributing to overall quality of life.



Saudi Arabia ranked 108th in the Environmental Performance Index in 2024, compared to 109th in 2022, indicating gradual improvement, though still below the annual target based on the latest reading.

Work is underway to strengthen environmental governance and measurement, including the development of a national environmental performance index in cooperation with relevant authorities and the United Nations Environment Programme.



In the latest PISA assessment, student performance improved in science and mathematics, while reading declined slightly. Overall results remain below the 2022 target.

Efforts are underway to strengthen outcomes, including improving teaching quality and supporting professional development through national platforms such as the National Institute for Educational Professional Development.

**Number of Saudi Cities Ranked Among the 100 Most Livable Cities Globally**  
Cities

Baseline	2030 Target
0	3
<b>2025</b>	<b>0</b>
<b>2025 Target</b>	<b>1</b>



Rankings of Saudi cities continued to improve in 2024 and 2025, with Riyadh at 124th, Jeddah at 127th, and Al Khobar at 135th.

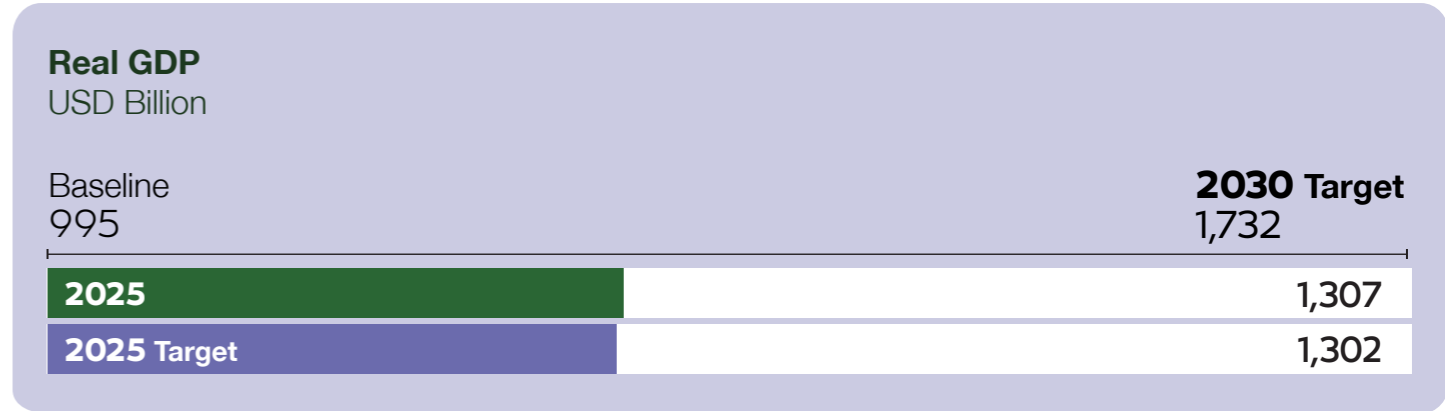
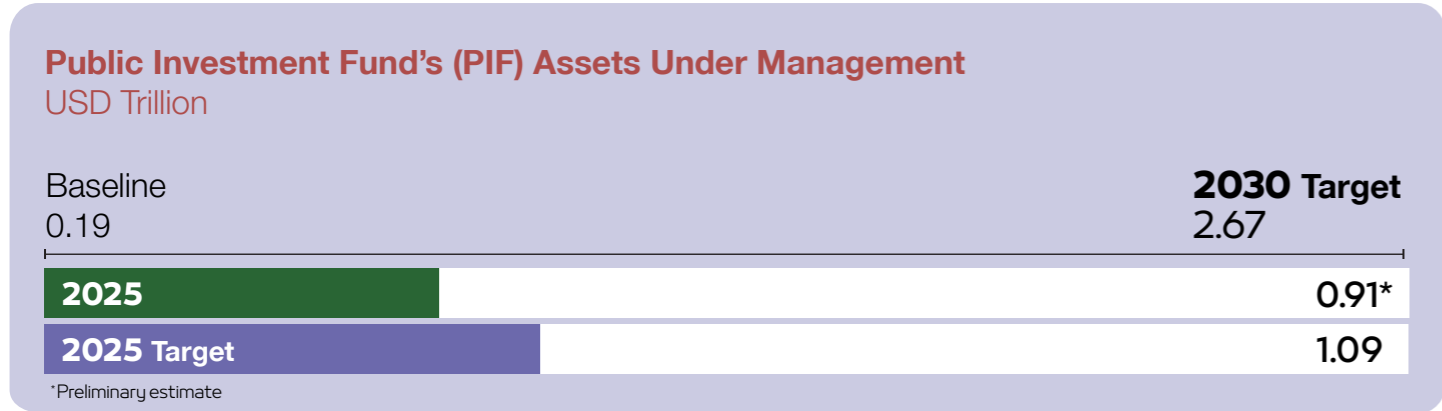
This reflects progress in transport, connectivity, and urban services. Efforts are underway to further

improve city performance, including initiatives to enhance quality of life.

# A Thriving Economy

Grow and diversify the economy

- ◆ Exceeded target
- ◆ Achieved target
- ◆ Approaching target (85-99%)
- ◆ Below required level

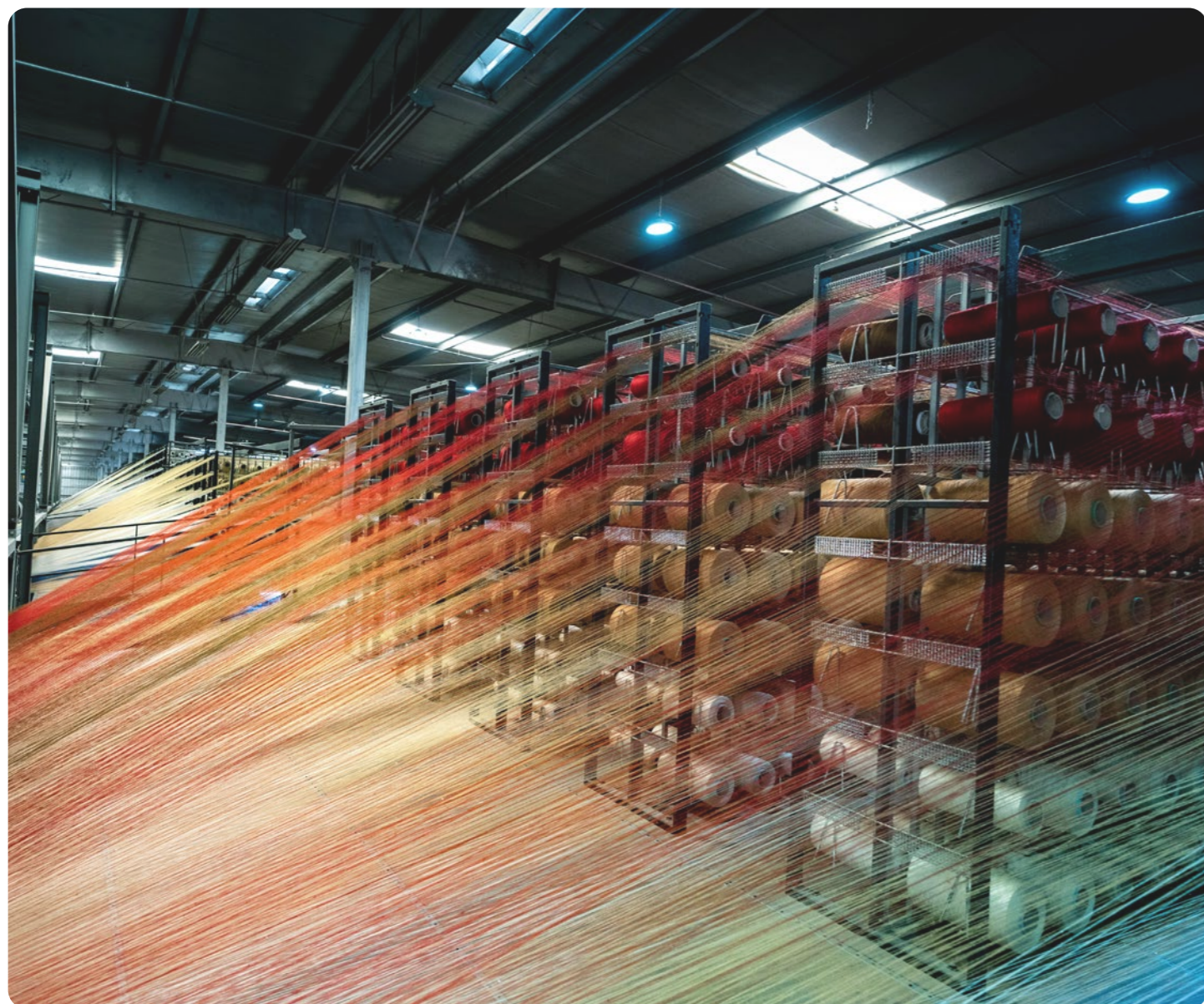
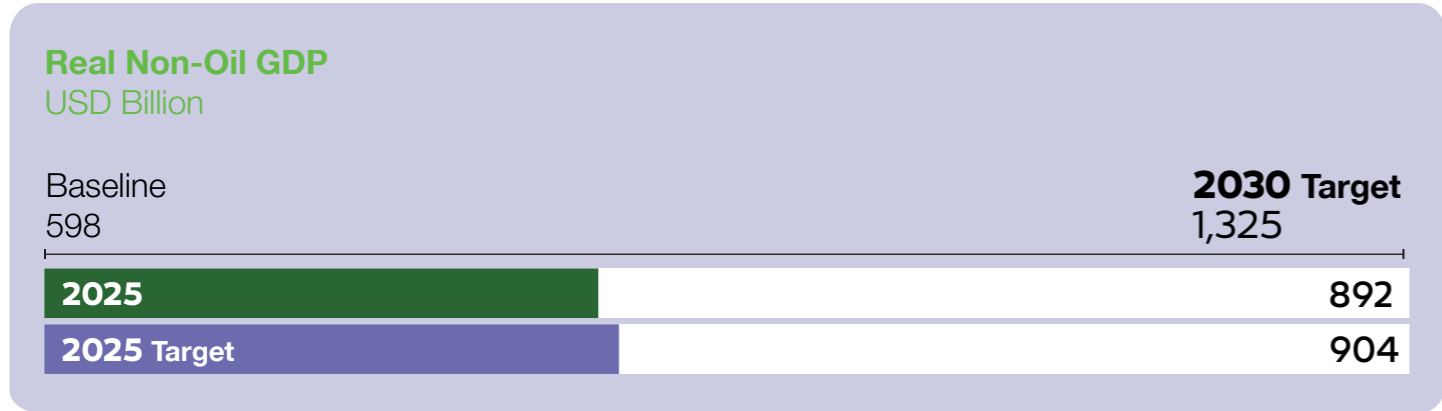


The PIF continues to expand its role as a driver of investment across sectors. In 2025, assets under management stood at approximately \$909 billion, broadly stable year-on-year following a period of rapid growth.

Changes in asset value reflect normal market movements. Over time, PIF's balance sheet has expanded significantly, supported by a diversified global investment portfolio.

Economic growth strengthened in 2025, supported by continued expansion in non-oil sectors, alongside higher oil production as OPEC+ supply constraints eased.

Real GDP grew by 4.5% in 2025, reflecting broad-based growth across the economy, while growth is projected to moderate in 2026, with international estimates ranging between 3.1% and 4.5%, below domestic projections of 5.6%.



A moving base year methodology for GDP measurement was adopted at the beginning of 2024 to improve data accuracy and consistency. Historical data has been updated accordingly.

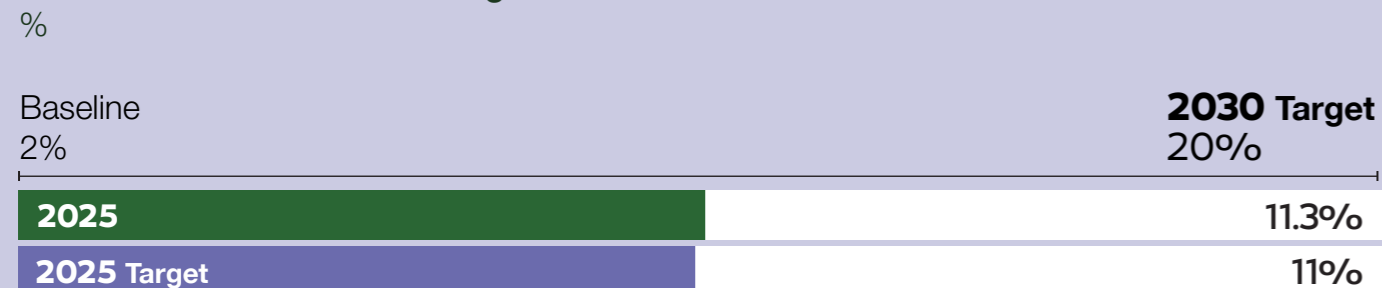
Real non-oil GDP has grown steadily since 2016. This reflects continued expansion across non-oil sectors, supported by the PIF and the private sector.

Investment has supported growth in sectors such as sports, culture, tourism, entertainment, and technology. The development of special economic zones, logistics centers, and industrial cities has also contributed to increased re-export activity.

Growth has been supported by the expansion of non-oil sectors, creating investment opportunities across industries, alongside increased tourism and global events activity and investment activity, including through the Public Investment Fund. Digital transformation has also opened

new opportunities for entrepreneurs and SMEs, particularly in the digital economy and fintech, while initiatives such as the Regional Headquarters (RHQ) Program have strengthened the Kingdom's position as a base for international companies.

### Loans to SMEs as a Percentage of Total Bank Loans



Financing to SMEs reached 11.3%, exceeding the annual target.

Growth reflects expanded lending capacity,

supported by institutions such as the SME Bank, as well as wider use of fintech solutions and risk-sharing programs.

### Share of Non-Oil Exports in Non-Oil GDP



Non-oil exports continue to grow, with their share of non-oil GDP increasing gradually over time. Progress remains steady, supported by continued expansion in non-oil sectors.

Further growth will depend on strengthening export performance, including expanding market access, and increasing the range and value of goods and services exported.

### Cumulative Value of Exports from Oil and Gas-Related Industries

USD Billion

	2030 Target
Baseline	563.7
34.4	
<b>(H1) 2025</b>	<b>223.0</b>
<b>(H1) 2025 Target</b>	<b>223.6</b>



Over the past five years, exports from oil- and gas-related downstream industries have scaled rapidly, placing performance broadly in line with the first-half 2025 target and close to the full-year objective. The expansion reflects a shift from isolated export transactions to a more organized export system: stronger export support and financing

mechanisms, wider participation of Saudi firms in global markets, and deeper domestic supply chains in targeted industries. Growth has been most visible in chemicals, plastics and rubber products, where scale, supply-chain readiness and market access have all improved.

### Foreign Direct Investment (FDI) Share of GDP

%

	2030 Target
Baseline	5.7%
1.0%	
<b>2025</b>	<b>2.8%</b>
<b>2025 Target</b>	<b>3.4%</b>



Based on the latest estimates, FDI reached 2.8% of GDP in 2025, remaining below the target despite higher inflows, as global investment conditions and the pace of GDP growth weighed on the indicator's performance.

Inflows were spread across sectors, reflecting continued investor interest, though a more cautious environment for cross-border investment limited their scale relative to overall economic expansion.

### Share of Local Content in the Oil and Gas Sector

%

Baseline	37%	<b>2030 Target</b>	75%
<b>2024</b>	67.4%		
<b>2024 Target</b>	68%		

### Local Content Share in Non-Oil Sector Expenditure

%

Baseline	52%	<b>2030 Target</b>	75%
<b>2024</b>	54.5%		
<b>2024 Target</b>	60%		



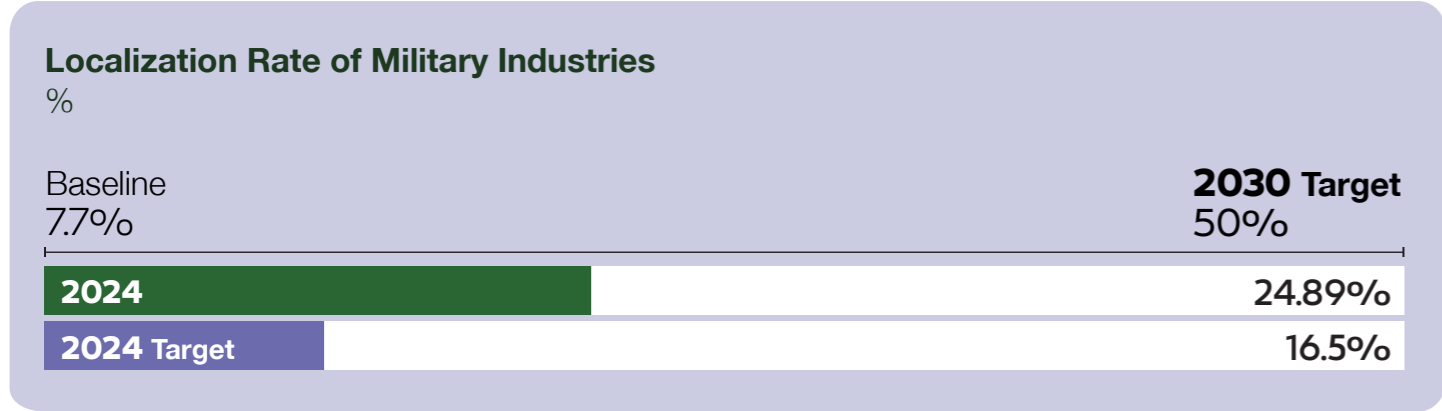
Local content in the oil and gas supply chain increased to 67.4% in 2024, based on the latest reading, just below the annual target.

The increase reflects greater use of local services and manufacturing, along with stronger workforce

participation. Progress remains steady, supported by continued development of supplier capability and domestic industry.

Local content share increased to 54.5% in 2024, up from 52% at baseline, though remaining below the annual target, based on the latest reading. This reflects continued growth in domestic participation, alongside higher spending on

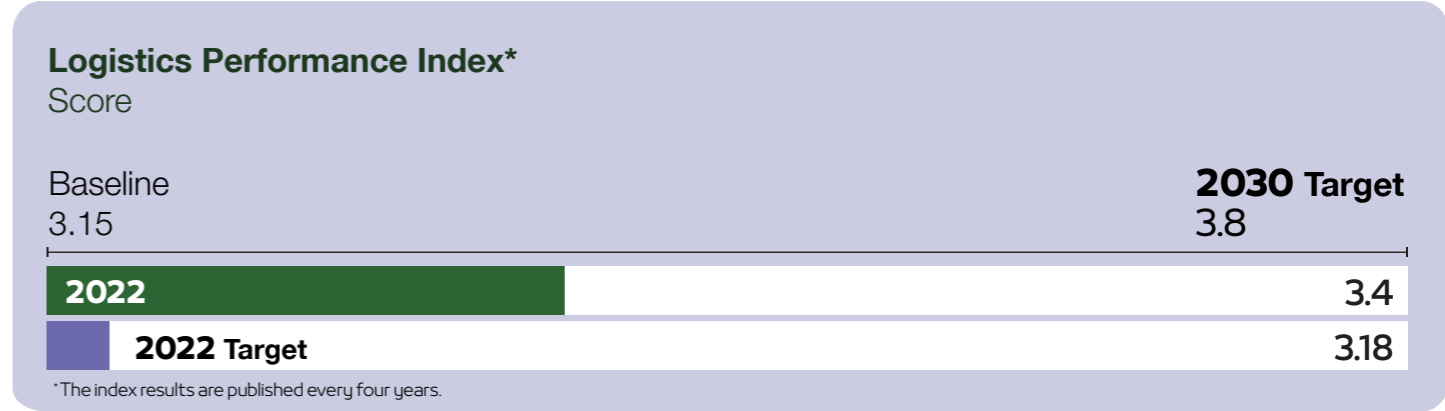
imports and outward remittances as economic activity expanded. Continued efforts to strengthen governance, reporting, and oversight are expected to support more consistent outcomes.



Defense sector localization increased to 24.89% in 2024, exceeding the target of 16.5%, based on the latest reading. Progress reflects clearer regulatory frameworks, expanded licensing, and procurement that integrates local suppliers into defense value chains.

The number of licensed entities has expanded

significantly, from 5 to 311 establishments, alongside a total of 572 military licenses and permits issued across manufacturing, services, and supply activities by the end of 2024. This has broadened market participation and strengthened production capacity, supported by industrial facilities and targeted workforce development.



Saudi Arabia's logistics performance has improved in the World Bank Logistics Performance Index. Gains have been most visible in infrastructure quality, shipment reliability, and tracking systems.

This reflects continued investment in transport and the digitization of logistics platforms, improving connectivity, efficiency, and supply chain visibility.

◆ Increase employment

Unemployment Rate Among Saudis



Unemployment among Saudis continued to decline in 2025, reflecting steady job creation and a closer match between skills and labor market needs, supported by initiatives under the Labor Market Strategy and Human Capability Development Program. Female unemployment fell to a historic

low of 10.3%, as participation increased and opportunities expanded across sectors. The slight deviation from the interim target reflects a growing labor force, including new entrants to the market, as well as normal movement between jobs.

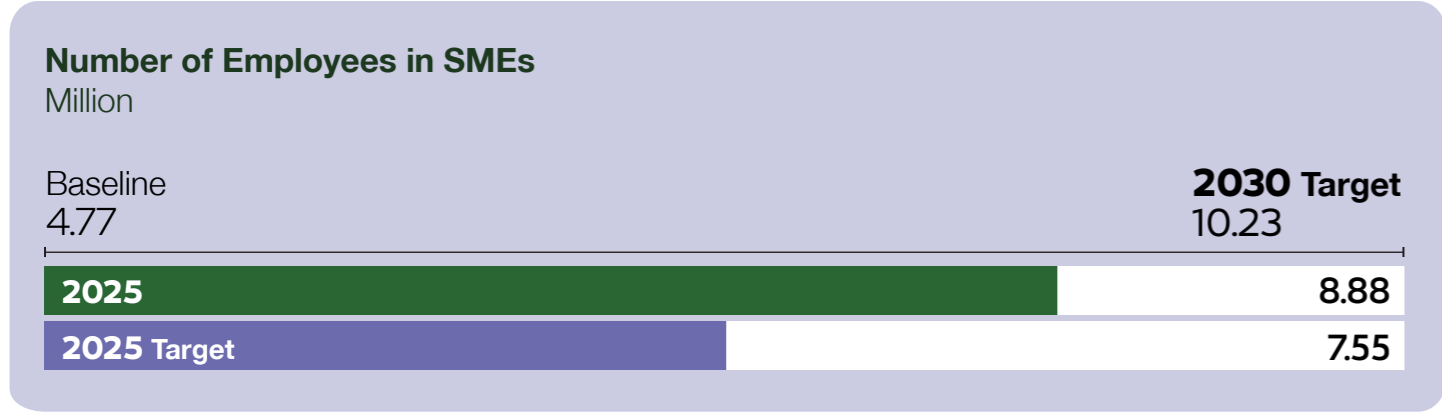
Ranking in the World Talent Competitiveness Index



Saudi Arabia improved its position in the IMD World Talent Ranking in 2025, rising from 32nd to 31st, though remaining below its target.

Cost of living, particularly housing in major cities, continues to affect competitiveness. Efforts are

underway to strengthen talent attraction and development, with a focus on better coordination across policies and closer alignment with the factors measured by the index.



SME employment reached over 8 million, exceeding the 2027 target. Growth reflects expansion in non-oil activity and an increasing number of SMEs. This has been supported by improvements in the SME ecosystem and access to finance, including

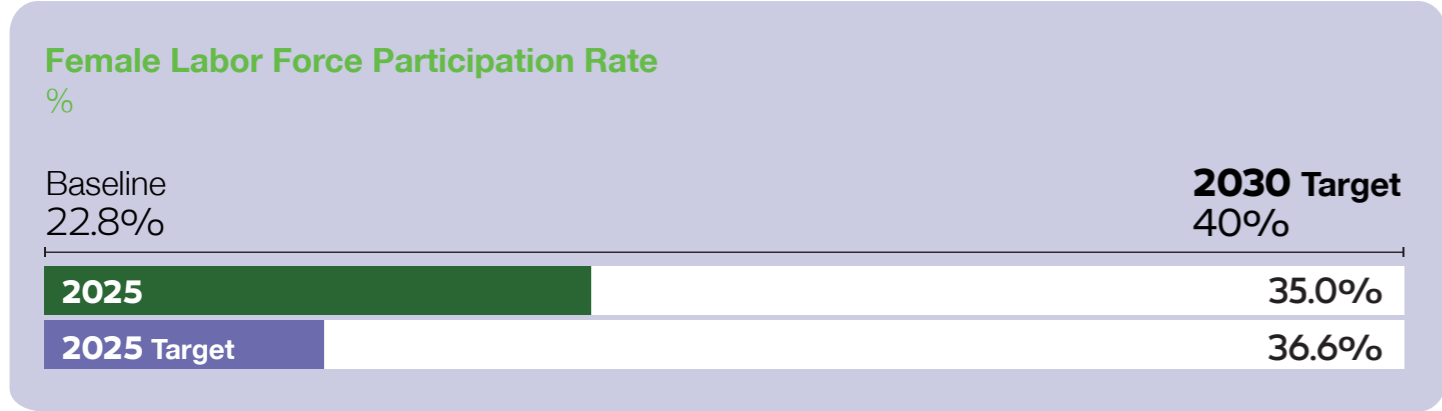
expanded incubators and accelerators, increased support for entrepreneurs, and stronger financing channels through institutions such as the SME Bank.



The target of five Saudi universities in the global top 200 was not met in 2025, with three universities maintaining their position in this group since 2019, representing 60% of the target.

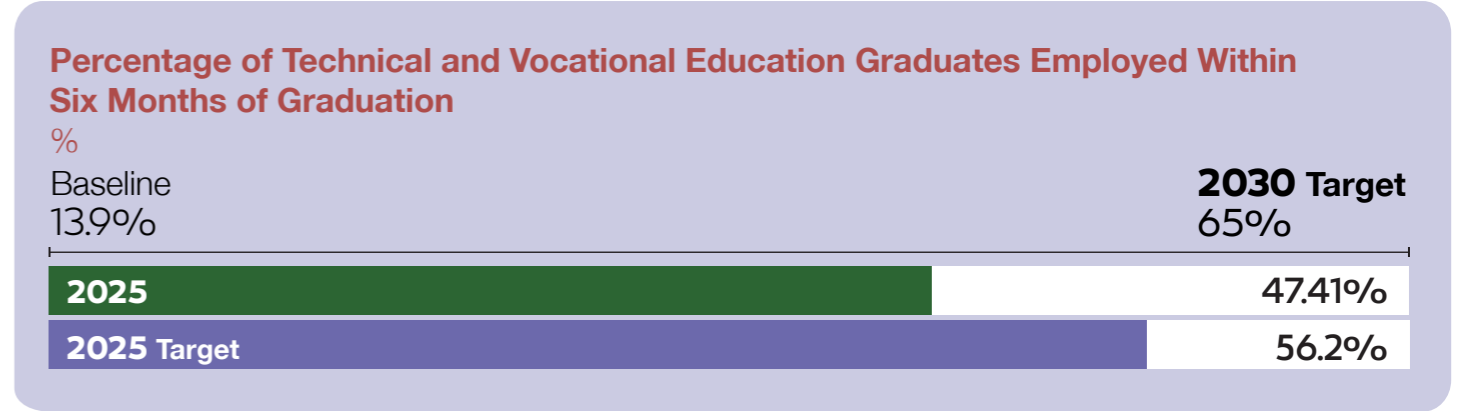
At the same time, broader progress has been achieved, including four universities entering the global top 500 and King Saud University is

now ranked among the top 100 globally. Further progress will depend on strengthening research impact, expanding industry collaboration, and increasing international visibility, and attracting distinguished academic talent.



Female labor force participation increased significantly between 2016 and 2021, followed by a period of stabilization through 2025. The Vision 2030 target has since been raised from 30% to 40%. In 2025, participation was just below the

annual target, reflecting a maturing labor market following the rapid expansion in previous years, alongside softer demand after the peak in hiring in 2023 and normal seasonal variations.



The transition from technical education to employment remains above baseline levels, though progress in 2025 was below the annual target and slightly lower than the previous year.

The main challenge is alignment between training and employer needs. Skills do not always match

available roles, and outcomes vary across regions, between men and women, and between different types of institutions. Improving this alignment will be key to strengthening the speed and consistency of graduate employment

**Sub-Index for Economic Participation and Opportunity**  
Rank and Score

Baseline 142 <sup>nd</sup> (0.328)	<b>2030 Target</b> Among the top five G20 countries (0.736)
<b>2025</b>	129 <sup>th</sup> (0.544)
<b>2025 Target</b>	0.649



The Economic Participation and Opportunity sub-index, published by the World Bank, declined in 2025, with both score and ranking below target.

The change reflects a moderation in hiring following the peak in 2023, rather than a reversal in progress. At the same time, women's participation

remains concentrated in a limited number of sectors and regions, with lower representation in higher-value roles. Expanding participation across a broader range of sectors and improving access to higher-productivity opportunities will be key to improving performance over time.

**Employment Rate of Persons with Disabilities Who Are Able to Work**  
%

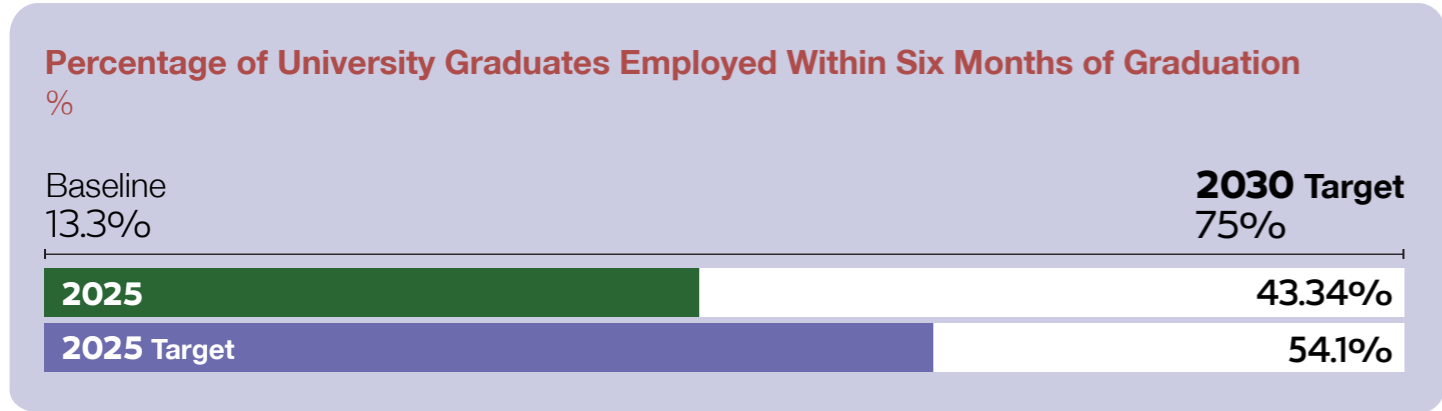
Baseline 7.7%	<b>2030 Target</b> 15%
<b>2025</b>	14.7%
<b>2025 Target</b>	13.4%



Employment among people with disabilities who are able to work continued to increase in 2025, reaching 14.7% and exceeding the interim benchmark.

This reflects a stronger focus on employability, including skills development, workplace integration, and better coordination of support

services. Targeted initiatives, particularly for deaf and hard-of-hearing individuals, have also expanded access to training and employment opportunities, supported by institutions such as the Authority for the Care of People with Disabilities and programs like Mowaamah.



Graduate employment within six months remained below the 2025 target, with continued improvement in recent years.

As the labor market expands, opportunities

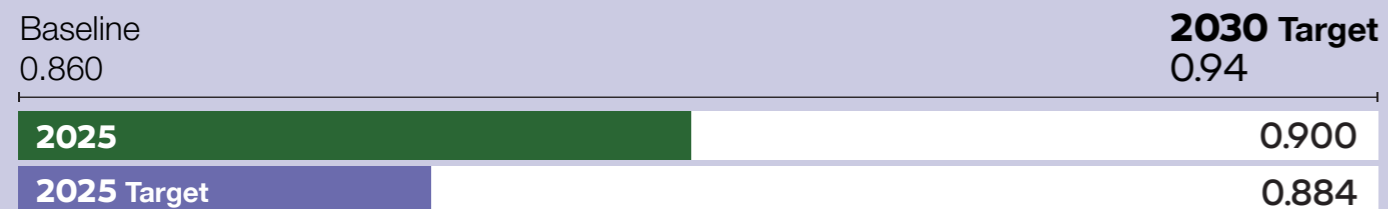
remain concentrated in major economic centers, and entry into employment varies across groups of graduates. Ongoing efforts are focused on strengthening alignment between education and labor market needs.



SMEs increased their contribution to the economy in 2024, supported by continued expansion in non-oil activity and firm domestic demand. SME value added grew by 8%, driven primarily by wholesale and retail trade, construction, and manufacturing, which together accounted for around 70% of total value-added growth in 2024. This is based on the

latest reading. This reflects deeper integration of smaller firms into supply chains, particularly in construction and related services. Progress continued in 2025, with expanded support for entrepreneurs through accelerators, incubators, and coworking spaces.

### Human Development Index Score

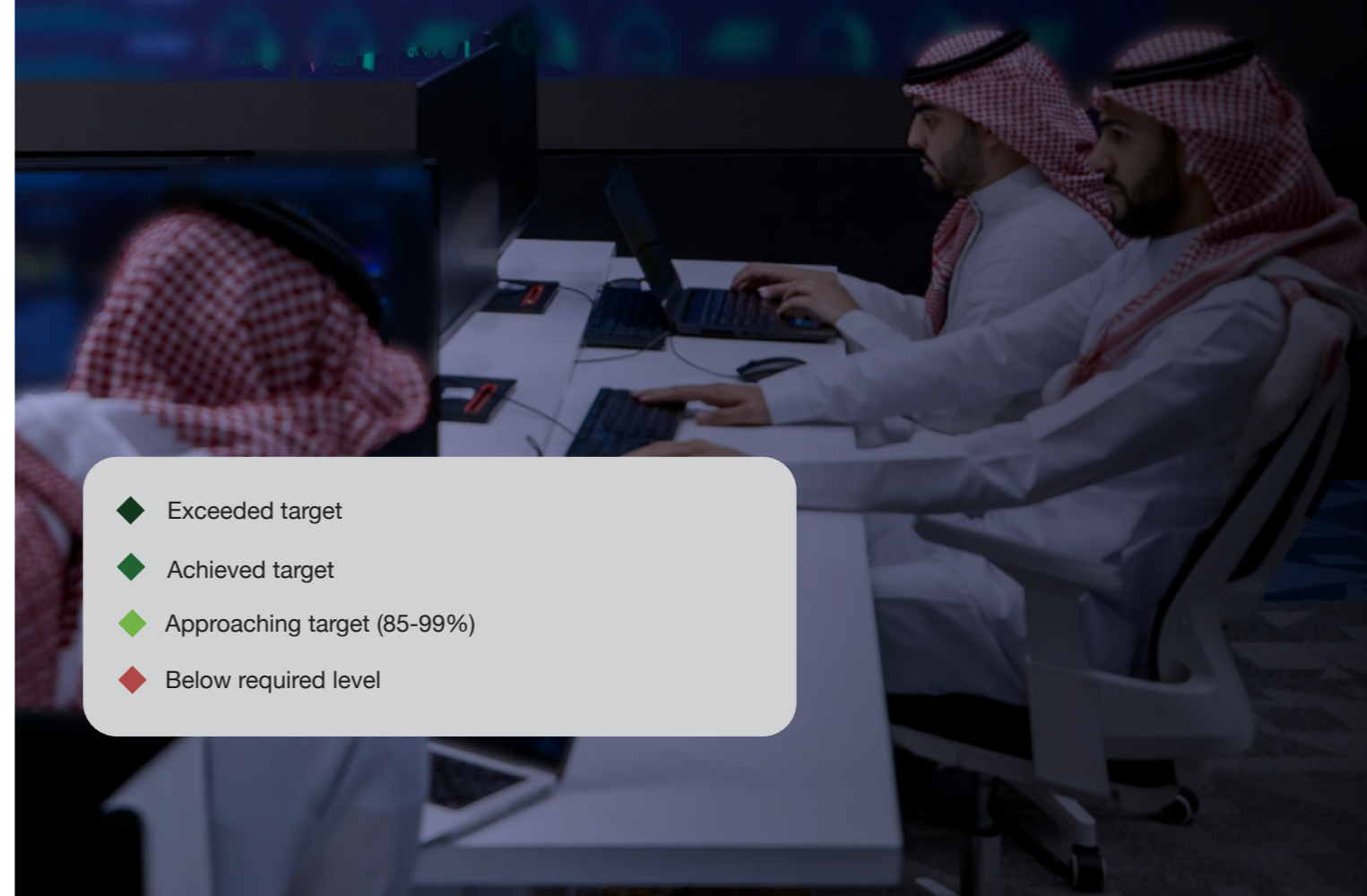


In the United Nations Development Programme's Human Development Index, Saudi Arabia's score rose to 0.900 in 2023 in the latest reading, exceeding both interim and 2025 targets and ranking 37th globally. The Kingdom is now classified among countries with very high human development.

Gains were strongest in health, with rising life expectancy reflecting continued investment in healthcare. Education indicators remained stable, maintaining progress in years of schooling. The standard-of-living component eased slightly after a period of stronger income growth, while overall performance remained above target levels.

# An Ambitious Nation

Enhance government effectiveness



- ◆ Exceeded target
- ◆ Achieved target
- ◆ Approaching target (85-99%)
- ◆ Below required level

### E-Participation Index

Score

Baseline  
0.71

**2030 Target**  
0.94  
(in the top ten)

**2024** 0.96

**2024 Target** 0.82

### United Nations E-Government Development Index

Rank

Baseline  
36<sup>th</sup>

**2030 Target**  
5<sup>th</sup>

**2024** 6<sup>th</sup>

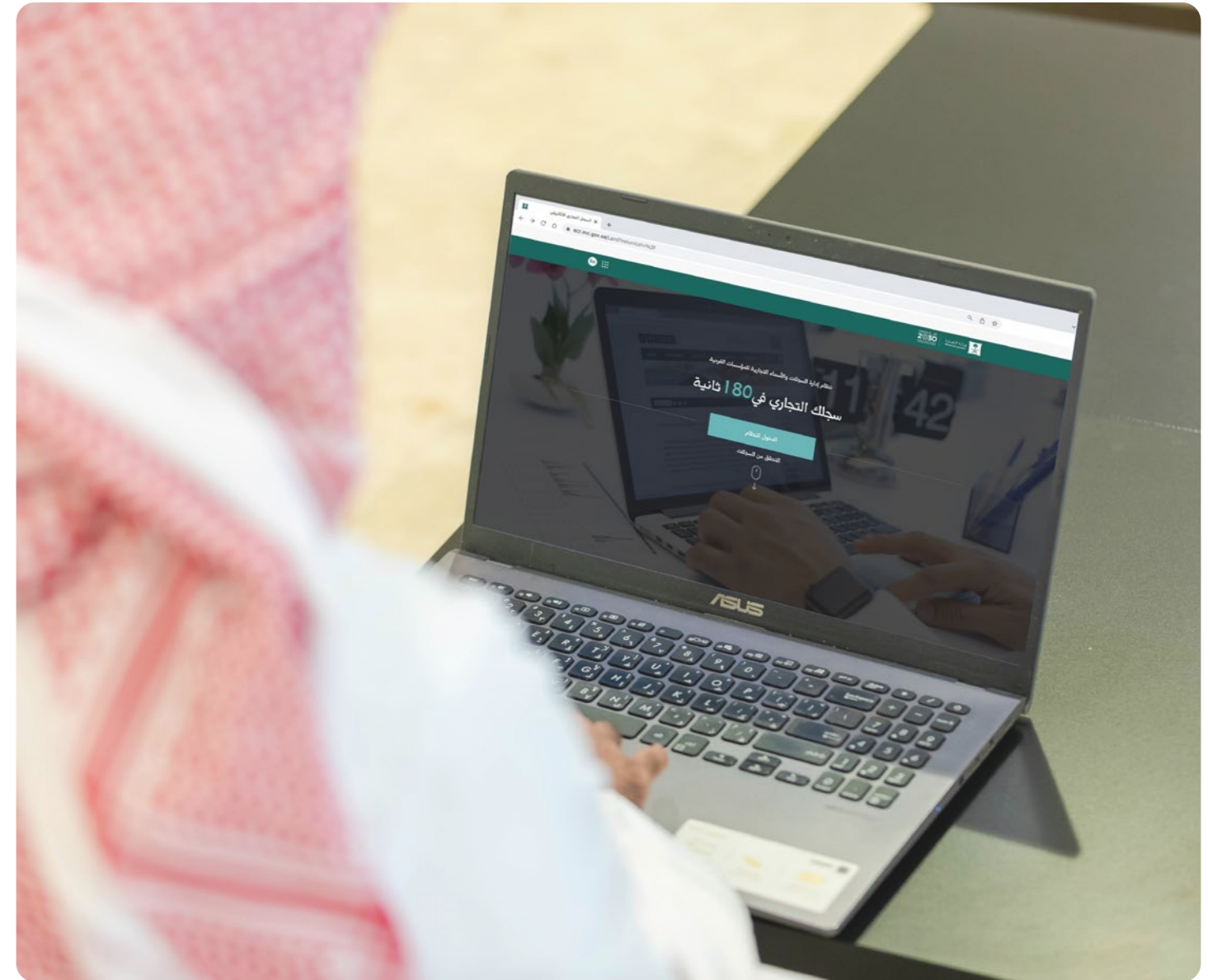
**2024 Target** 26<sup>th</sup>



Saudi Arabia's ranking in the UN E-Participation Index rose significantly between 2022 and 2024, reaching its 2030 target ahead of schedule based on the latest reading.

This reflects expanded digital access to government information and greater public

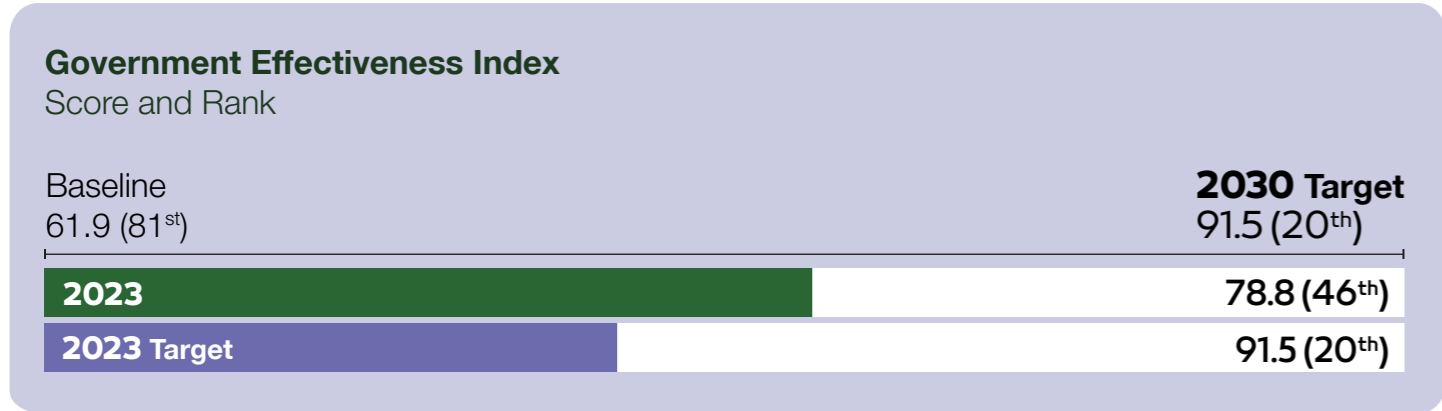
participation in policymaking. Platforms such as DataSaudi and the Public Consultation Platform have improved access to data and enabled public consultation on draft laws and regulations before adoption.



Based on the latest reading, Saudi Arabia improved its position in the UN E-Government Development Index between 2022 and 2024, rising 25 places and exceeding its interim target. This progress supports the ambition to rank among the top five globally by 2030.

Gains reflect improvements in digital public

services, infrastructure readiness, and human capital, supported by stronger coordination across government and clearer standards for service delivery. Reforms under the National Transformation Program have also contributed to higher digital maturity and better system integration.



Saudi Arabia’s score in the World Bank’s Government Effectiveness Index exceeded the 2023 target based on the latest reading. Improvements were most visible in areas that shape the private sector experience, including utilities, transport, tax administration, and the reduction of administrative barriers. Data availability and accessibility continue to influence how performance is reflected externally.

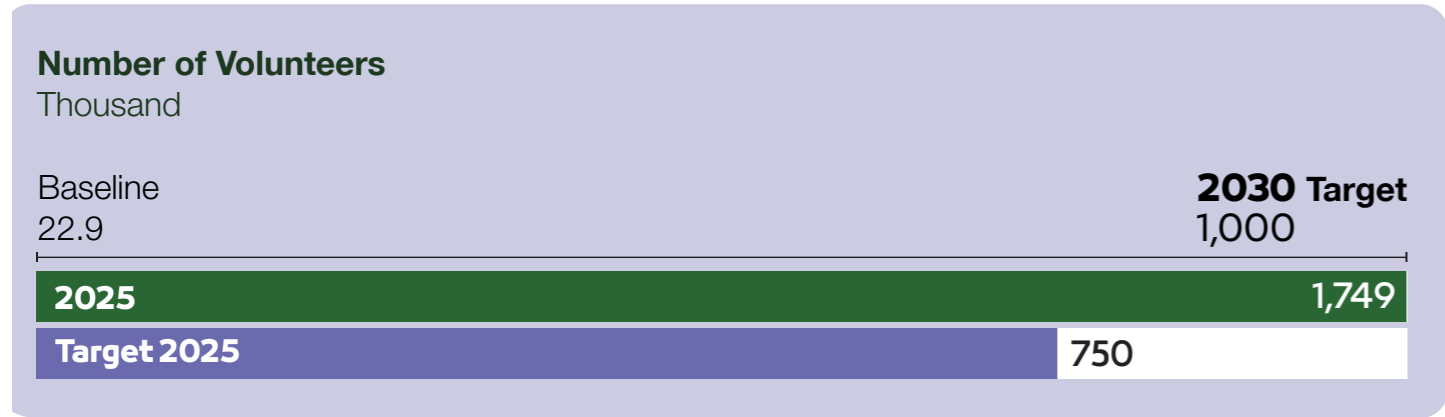
In late 2025, the World Bank updated the methodology for the Worldwide Governance Indicators. Preliminary estimates under the revised methodology indicate further improvement in 2024, with a score of 66.57%, and results will be presented on this basis going forward.



Saudi Arabia’s performance in the Global Food Security Index (published by the Economist Intelligence Unit) improved between 2016 and 2019, with the score rising from 71.1 to 73.5. The pandemic period led to a decline to 68.1 in 2021, reflecting global supply chain disruptions. While the index has not been updated since

2022 following its discontinuation, progress has continued. Food security has shifted toward a more structured approach, with stronger emergency response capabilities, managed strategic reserves, and improved governance. Efforts have also focused on reducing food loss and strengthening supply chains.

◆ Enable social responsibility



Volunteer participation has grown rapidly since 2015, reaching approximately 1.75 million volunteers in 2025, exceeding both annual and 2030 targets. Growth has been supported by stronger organization of the sector. The National Volunteer Platform has expanded access to opportunities, improved tracking and certification,

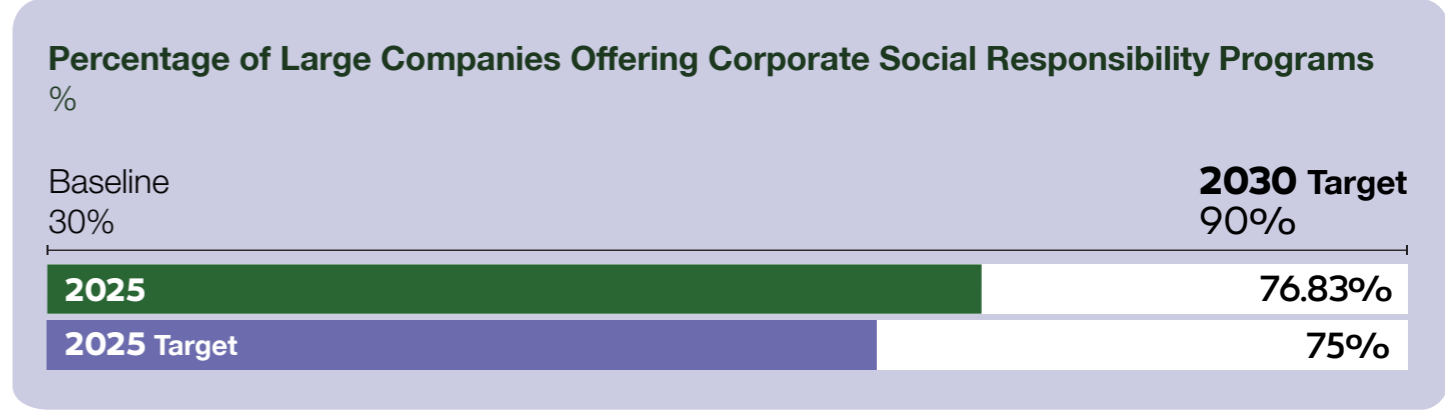
and better matched volunteers to roles aligned with their skills. Governance frameworks and capacity-building across non-profit organizations have also strengthened coordination and credibility. Going forward, the focus is on developing more skill-based volunteering and aligning efforts with social and economic priorities.



The World Giving Index, published by the Charities Aid Foundation, was updated in 2025 to focus on three measures: helping a stranger, donating money, and volunteering, with the overall ranking removed.

Under the previous methodology, Saudi Arabia recorded strong improvement, rising in global rankings between 2023 and 2024 and exceeding

its interim target, improving from rank 69 in 2023 to rank 33 in 2024 and exceeding its 2024 and 2025 targets. On the updated basis, performance remains strong, with participation in donating and volunteering above the global average, with 79% donating compared to a global average of 64%, and volunteering participation at 26%, in line with the global average. Average volunteer hours reached 8.7 hours, compared to 8.9 hours globally



Based on the latest reading, volunteer participation exceeded the annual target and all targets set through 2027.

In 2024, participation was 26% above the global average, with average volunteering time reaching 8.7 hours per person annually, close to the global benchmark of 8.9 hours. This reflects expanded

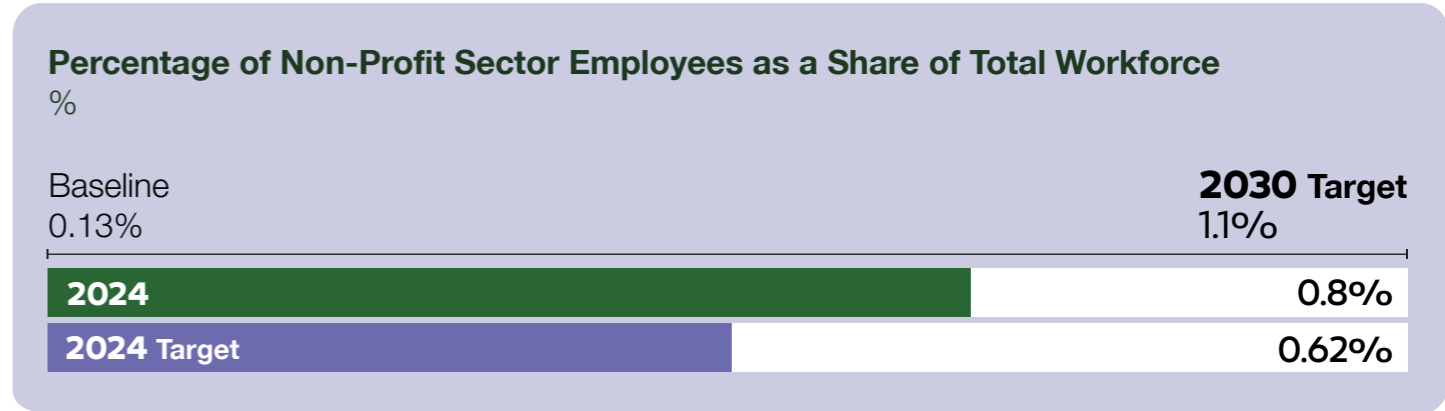
access to volunteering opportunities and stronger organization of the sector, supported by initiatives under the National Transformation Program and the National Center for Non-Profit Sector Development, as well as the rollout of volunteer units in line with the Saudi National Standard of Voluntary Work (EDAMA).

The share of large companies implementing corporate social responsibility (CSR) programs more than doubled between 2018 and 2024, exceeding the interim target.

Growth reflects stronger coordination, improved digital reporting, and clearer channels for engagement, which have increased transparency

and participation. Incentives and dedicated forums have also helped embed CSR within corporate practices.

On current trends, large companies remain on track to meet upcoming targets.



The non-profit sector's contribution to GDP rose to 1.4% in 2024, exceeding interim targets and continuing its steady expansion based on the latest reading. Growth has been supported by clearer governance and oversight, following the establishment of a dedicated national regulator,

as well as improved regulation and incentives, particularly for endowments, which have expanded funding and supported organizational growth. Since 2018, the sector has grown steadily, reflecting its increasing role in the economy alongside its social impact.

Employment in the non-profit sector increased to 0.8% of the total workforce in 2024, up from 0.64% in 2023 and exceeding interim targets based on the latest reading.

Growth reflects clearer governance following the establishment of a dedicated regulator,

alongside efforts to formalize and scale social and development activities. Improved coordination and targeted support have enabled more organizations to expand and strengthen their workforce.

This points to a growing role for the non-profit sector and increased demand for its services.

