

Our People

Female employees

250

Employees with special needs

40

Saudi nationals

1,567

Our Human Resources division is responsible for the well-being and productivity of our people across SACC, including 4,490 full-time employees.

It comprises three key departments: HR Operations, comprising officers distributed throughout our various business units; HR Strategy, a department created in 2017 to implement our bespoke People Strategy; and our Organisational Effectiveness department, which consists of planned programmes undertaken to improve employee knowledge, skills, attitude, and behaviour so that the performance continually and considerably improves.

Our People Strategy is built around five key priorities: HR service delivery; performance culture; employee experience; leadership development; and capability building. Through these focal points, the People Strategy seeks to improve HR service delivery, processes and digitisation whilst also achieving cost optimisation, and to establish a performance culture that ensures SACC is able to maximise employee performance and potential to leverage its overall performance.

It also aims to enhance the overall employee experience by improving morale and assessing staff satisfaction through feedback mechanisms, and to build their capacity to ensure they have the required skills and competencies to meet current and future strategic needs.

Finally, the SACC People Strategy aims to develop a robust pipeline of highly capable leaders to fill critical roles and ensure the future strength of the company.

Looking after our own in 2018

SACC maintained a staff of 4,490 employees at year-end 2018, representing a rise of 243 over 2017 and comprising 250 women (5.6% of the workforce), 40 employees with special needs (1%) and 1,567 Saudi citizens (32%). Our Saudisation efforts in 2018 resulted in a 1% increase over 2017, which places us well over the threshold to retain our Platinum Class Saudisation rating.

We also continued to increase the diversity of our workforce, including by welcoming women into some areas of the business that have had no previous female representation, and inducted new female members within our executive management in 2018. We also received a Gold Mowammah certificate from the Ministry of Labor for our inclusive policies and workplace facilities designed to actively support people with disabilities in the workforce.

During 2018 we enhanced our communication with our employees by conducting a number of 'town hall' meetings covering a variety of SACC projects in order to gather feedback and maximise employee engagement in our various business activities. We also sought to communicate more effectively with our people through a new digital monthly newsletter, providing news and information regarding the activities of our various divisions and our public engagements. The newsletter, three editions of which were produced in 2018, also provides useful information and announcements for employees.

Total staff

4,490

2018	1,567	2,923	4,490
2017	1,406	2,841	4,247

■ Saudi
■ Expat

Saudisation

32.30%

2018	32.30%
2017	31.80%



Our People continued

HR strategy activation

Having launched our new HR Strategy function in 2018, we immediately sought to achieve initial alignment with over 80 department heads and segment managers to improve communication between HR Strategy and our various different operational departments. This allowed us to collect substantial levels of initial feedback and insight into aspects across the full spectrum of the business.

We implemented a preliminary action plan to assess requirements in key areas such as recruitment, retention, retirement, benefits and HR policies.

In the recruitment sphere we undertook a review of our talent acquisition policy and workflow, whilst also implementing the centralisation of our recruitment under the newly-established HR Strategy function.

We also reviewed our employee and retirement benefits systems, including provisions such as medical insurance and other non-financial benefits like lounge access, flight discounts, free meals and benefits for dependents. This included extending employee benefits to cover retired employees and the families of deceased employees.

Meanwhile, our Young Reward Programme was launched in 2018 to recognise and reward academic excellence among employees' students. The programme aims to have a positive impact on employees' families and to strengthen the links between their professional and personal lives.

Furthermore, our Organisational Effectiveness department sought to align the internal structures and processes of all HR Strategy organs and review all existing processes for updates. The department also took measures to centralise our recruitment activities in order to achieve greater efficiency and effectiveness.

Developing our people at every level

We seek to enhance the skills of our staff through their ongoing professional development. SACC conducted 178 training programmes across our locations in 2018 and delivered training to 1,534 employees in both soft and technical skills to enhance operational efficiency.

Fifty employees received training on serving customers with downs syndrome and autism, and a further 70 were trained in dealing with disabled clients in general.

Building capabilities is a SACC strategic imperative, and is reflected in its Leadership Training Programme, through which HR identifies and cultivates the company's future leaders, equipping them with the required competencies through its Bullet Proof Workshops, where future leaders grow their skills, exchange ideas and share best practices.

2018 Employee Engagement Survey

As a service provider, our employees lie at the very heart of our value proposition; their engagement and commitment are central to our success. In Q4 2018 we implemented an organisation-wide Employee Engagement Survey, the main purpose of which was to ensure

People Training 2018

1,534

2018 **1,534**
2017 395

Training programmes in 2018

178

Full-time employees and their families cared for under SACC Medical Services

9,000

continuous open dialogue with our employees and to maintain their engagement throughout the various different phases of their employment life-cycle, thereby enhancing employee satisfaction and overall performance.

We achieved a highly encouraging response to our survey in 2018, with 82% of employees providing their feedback, indicating the high level of trust, support and commitment of our people to the future of our company. The results of the Employee Engagement Survey are still being analysed, and we aim to receive them in early 2019. Once processed, these baseline data will form the foundations of our ongoing employee engagement and satisfaction programmes.

Medical Services

Our internal Medical Services unit is responsible for staff medical coverage, providing basic preventative and curative care for over 9,000 people, including full-time employees and their dependents. SACC Medical Services also ensure food safety by monitoring food handlers using check-ups two times per year and post-vacation examinations.

During 2018 we expanded our health insurance coverage to include treatment for obesity, maternity complications, neonatal care, heart valve treatment, artificial limbs, vitamin deficiencies, organ transplants, and emergency and elective treatment outside the Kingdom.



We also hired two new Saudi doctors for our clinics in Jeddah and Riyadh; established a physiotherapy centre in Riyadh; launched our email complaint box for employees' medical or health insurance problems; and delivered health awareness products such as lectures, courses, workshops, brochures and posters.

An enduring commitment to our people in 2019

We will continue to review our HR policies as part of our ongoing HR Strategy implementation and to study our benefits and rewards programmes to identify areas for improvement. Other

objectives in 2019 include the automation of our SACC recruitment function.

Following receipt of the final results and metrics revealed by the 2018 Employee Engagement Survey, we will proceed to develop an action plan based on the associated data in order to achieve any necessary improvements.

We also aim to develop a performance management system and to review and revise our current job descriptions, whilst continuing to automate our HR services.

