



PEOPLE

STRATEGY - PEOPLE

Our goals connected to our strategic foundations:

PROVIDING THE OPPORTUNITIES AND CONDITIONS NEEDED TO ATTRACT TOP-TIER TALENT; CREATING A SUPPORTIVE WORKING ENVIRONMENT FOR WOMEN AND THE DISABLED; DEVELOPING A FORMAL STRUCTURE TO MEASURE AND REWARD PERFORMANCE.

SAUDIZATION - DEVELOPING LINKS WITH LOCAL EDUCATIONAL INSTITUTIONS TO CREATE A PIPELINE OF YOUNG LOCAL TALENT; EQUIPPING SAUDI EXECUTIVES WITH THE SKILLS AND EXPERIENCE NEEDED TO TRANSITION INTO KEY LEADERSHIP ROLES.

Along with talent acquisition, retention and development, Saudization is a core responsibility of SACC's Human Resources department. Pursuing a policy of Saudization ensures that the Company plays its part in the development of the national economy and contributes to the well-being of Saudi men, women and youth, maintaining alignment with the Kingdom's Vision 2030.

Saudi employees	1,434	33.07%
Female employees	232	5.45%
Saudi female employees	230	5.41%
Total employees	4,255	

The Company's approach to empowering female colleagues exists across all seniority levels and business units.



SAUDIZATION

In 2017, SACC raised its Saudization ratio to 33.07 percent, up from 29.5 percent a year earlier and significantly higher than targets, qualifying for Platinum status in the government's rating system.

The turnover in expatriate employees has helped to accelerate Saudization, with vacancies being filled by nationals recruited from outside the Company or promoted in-house. This applies at all levels and is reaching record numbers within senior management. From 2018, management succession planning - from the CEO downwards - will focus particularly on Saudization, in line with Vision 2030.

Most of SACC's retail shops are staffed by Saudi nationals and the Company continues to hire local talent, constantly providing programs to enhance their skills.

EMPOWERING FEMALE EMPLOYEES

SACC has formed a committee to specifically address issues related to women. It comprises representatives from all key functions - such as training, recruiting, and marketing - and female staff members from each department.

The committee ensures that women have a voice within SACC and acts to improve conditions by providing training for managers on creating a female-friendly environment and fostering development opportunities. The Company's approach to empowering female colleagues exists across all seniority levels and business units, providing multiple options for their career progression.

SACC is also forging partnerships with local institutes and civic groups involved in women's causes to solicit their expertise and complement its own efforts.

TRAINING AND DEVELOPMENT

Saudization features prominently in training plans and aligning top management skills and resources, with 75 percent of the budget directed to Saudi nationals. Training budgets are being increased substantially and set to double in 2018. Senior management is a primary focus, particularly in the Retail Division, and more mini-MBA courses are being provided to selected employees in the Finance Department.

Overall, the goal is to upgrade management competencies and qualifications, and to develop skills at all levels of the organization. To this end, the Company is developing links with local educational institutions to create a pipeline of young local talent and equip potential Saudi executives with the skills and experience needed to transition into leadership roles.

Other core principles in SACC's commitment to human capital development are providing the opportunities and conditions needed to attract top-tier talent, creating a supportive working environment for disabled people, and developing a formal structure to measure and reward performance. Progress was made under each of these headings during 2017, not least in joining the national Qaderoon network that enables people with disabilities to be effective members of the Company's workforce.