

Our People

Building Sustainable Value for the Long-term

Savola Group remains focused on attracting, engaging, and retaining the best talent to power sustainable success with over 26,000 employees, including more than 20,000 employed in Saudi Arabia. The Group also invests in professional and personal development for employees, while ensuring that engagement remains high and lines of communication open.

The Group's Human Capital value proposition is to create a healthy working environment which produces positive outcomes and offers industry-leading benefits. Meanwhile, a wide range of programs ensured employee welfare, recognized individual achievement, and promoted a positive and transparent work environment. 2019 also saw a focus on talent management, with plans put in place for key positions.

Groupwide Synergies

2019 was a year of streamlining and restructuring across Savola Group's operating companies as we aim to rationalize cost, introduce new leadership, and create centralized verticals for improving synergies across common functions. At Group level, portfolio manager roles were strengthened to focus more on strategic and investment matters.

The portfolio managers were tasked with proactively engaging with portfolio companies to ensure synergy attainment as well as performance analysis and business feasibility. This hands-on engagement created a follow-through on central Group strategy, and also ensured that the Savola Group's values and workplace culture were propagated across the entire Savola ecosystem.

These formal steps were bolstered by activities to build collaboration, cooperation, and lateral communication. An integrated internal communications plan outlined a roadmap for cultural initiatives in Group operating companies, with frequent committee meetings creating follow-up and reinforcement. This year saw several

team building initiatives conducted in co-operation with Group operating companies which include classroom and field training for various professional skills.

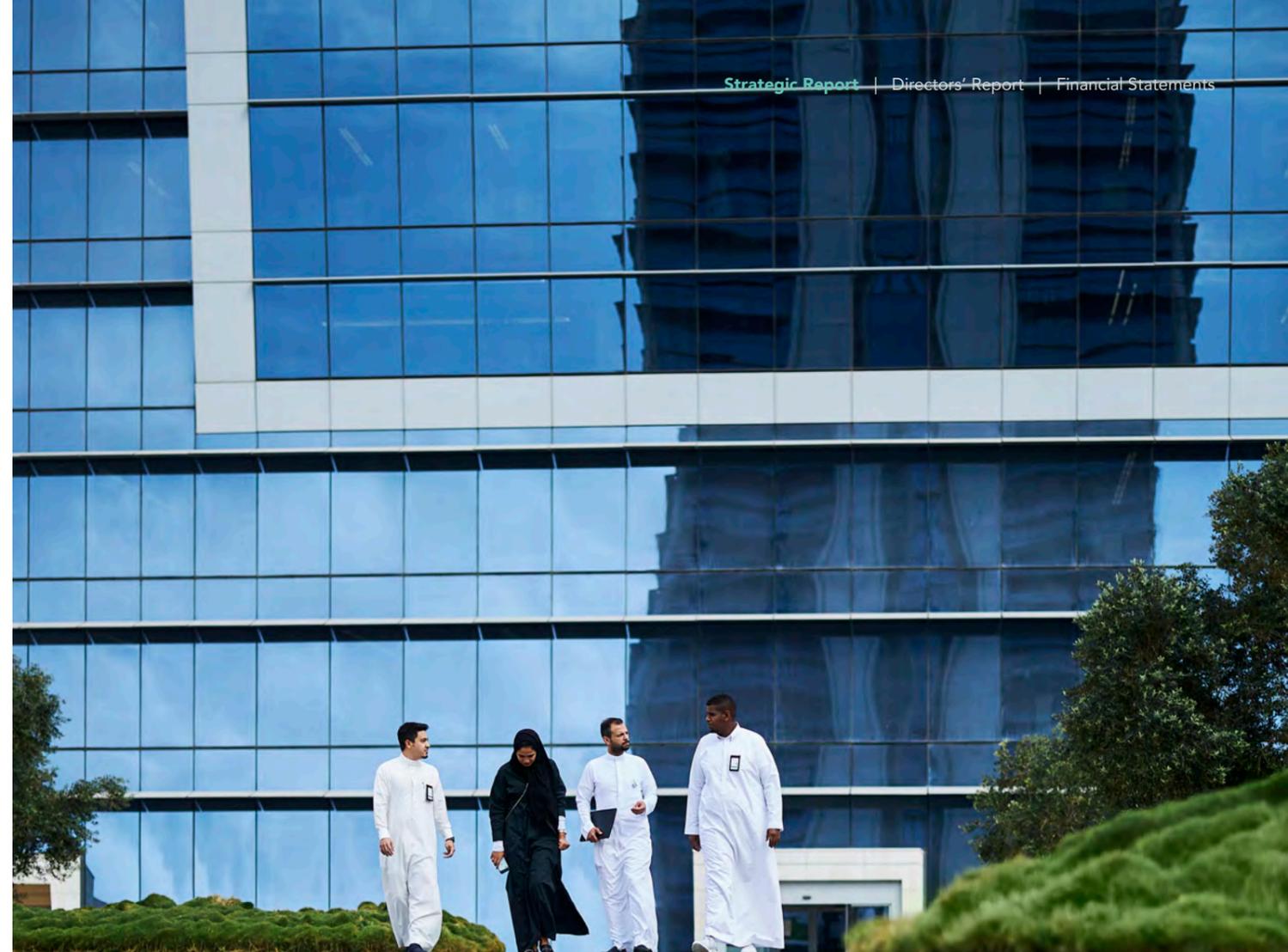
Nationalization

The Savola Group continued its commitment to Saudization maintaining its Platinum Zone in Nitaqat rating in 2019. Operating company Savola Foods also maintained its Platinum Zone, while Panda continued making strides in increasing Saudi nationals to the workforce at all levels, maintaining its Green Zone.

Being an Employer of Choice

Savola Group believes that the exceptional people working across all levels of the Group and its subsidiaries are crucial to the Group's long-term success and sustainable growth. Savola Group also wants to be the employer of choice for the food and retail industries, believing that an investment in human capital holds immense value for the organization and the shareholders.

As part of this mandate, the Group designs policies to attract and sustain the best available talent, develop a highly-skilled workforce, enhance its employer brand, adhere to the nationalization directives within its home market, and promote an engaged environment which supports productivity and welcomes change. In 2019, an enhanced onboarding process helped foster engagement with new employees. All new hires were offered mentoring and communications to help familiarize themselves with their new workplace.



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The year saw increased social media outreach on platforms such as LinkedIn, with potential job seekers targeted with Savola Group news, communication and employment opportunities.

In 2019, Savola Group's insistence on creating a favourable work culture resulted in the certification of "Great Place to Work". Great Place to Work® is the global authority that focuses on building, sustaining, and recognizing outstanding high-trust, high-performing workplace cultures.

Towards Greater Engagement

Savola Group measures, benchmark and improves employee engagement through its Tawer program, a group wide employee engagement survey initially introduced in 2016.

In 2019, the Tawer employee engagement survey results showed a 78% engagement rate, which was a 7% improvement over the 71 percent indicated in 2018. The enhanced engagement came about as a result of several new programs and initiatives. The Group introduced several measures to improve communication both vertically and horizontally.

Diversity

Diversity in employment is crucial to the Group's strong corporate performance and ethos of sustainability. Savola Group is widely recognized for female workforce inclusion and empowerment with a total number of 1,200 females, representing a growth of 47% in KSA's female workforce compared to last year. The Group's Makeen program continued making strides towards empowering and including Persons with Disability (PwD), as outlined in the report's section on CSR and Sustainability.

Makeen's importance and effectiveness is reflected in the current employment of more than 300 PwD across the Group in the Kingdom. Makeen continued both internal and external outreach through 2019. Feedback sessions were arranged with differently-abled employees from across the Savola Group, to gather suggestions on enhancing the workplace for them. Multiple training sessions and job opportunity drives were also held. The Group continued its efforts in ensuring a friendly and accessible workplace.

Improving Workplace Culture

2019 saw Savola Group undertake ecosystem-wide activities to encourage a healthy work-life balance, while creating an approachable culture of communication, camaraderie and performance. A highlight was the "The Happiness Campaign" that aimed to boost positivity and create a friendly working environment.

The importance of family was emphasized through the Sela program which brought employees and their families together offsite at informal gatherings several times through the year. Additionally, children were invited to The Group offices to create memorable experiences with their parents, while special "Back to School" events also celebrated the education aspect.

Savola continued providing its employees with a range of unique benefits, such as an employee home loan scheme for Saudi employees, Takaful insurance to support families in the case of death or disability, and (Tawoon) fund to assist junior staff in dealing with financial emergencies. The Group also obtained discounted corporate employee rates with leading



brands and corporates including those in sectors such as healthcare, retail, restaurants, hotels, and many others through the introduction of a branded mobile application.

Savola Group is also committed to safeguarding employee well-being and improve their work-life balance. In 2019, Savola Group organized health conferences for employees to increase health awareness as well as launching campaigns around specific wellness themes such as breast cancer.

Employee Volunteering Activities

Employee volunteering took center stage in 2019, with the Savola Group creating volunteering opportunities through its network of civil society partners. As part of its efforts to ensure serving the community, the Group introduced the participation in volunteering activities to its employees' initiatives. The Group also partnered with non-profit organizations and charitable establishments to create channels for Group employees to donate towards charitable causes during the holy month of Ramadan.

98%

Participated in "Tawer Program" in the Group employee engagement survey

7%

"Tawer Program" engagement increase

47%

Female workforce increase in KSA