

# Focus on Employees

**Saudi Tadawul Group has embarked on an ambitious journey in Human Resources (HR) management, marked by a series of strategic initiatives and notable achievements that underline its commitment to fostering a unified culture and consistent HR practices across its subsidiaries.**

2023 saw the achievement of important milestones in this journey, promoting a seamless integration of values, enhancing operational efficiency, and powering the overall progress and performance of the Group.

The year has been a turning point for Saudi Tadawul Group in fulfilling its HR ESG strategy objectives. A significant milestone was reached with the achievement of 30% female representation in the workforce. This accomplishment is a testament to the Group's dedication to creating a balanced and inclusive work environment where opportunities are equally accessible to either gender. The positive impact of this initiative extends beyond enhancing gender diversity – it has also contributed to improving overall employee metrics, signaling a healthy and progressive organizational culture.

Another strategic move that underscores the Group's commitment to its workforce was the implementation of the Organizational Health Index (OHI) assessment. This initiative has provided invaluable insight into the dynamics of the workforce, enabling the fine-tuning of strategies focused on employee engagement and well-being. The OHI assessment serves as a critical tool in understanding and addressing the needs and satisfaction levels of employees, ensuring Saudi Tadawul Group remains an employer of choice.

A cornerstone of Saudi Tadawul Group's Human Resources strategy is its focus on internal rotation and experience sharing among employees. This practice enhances professional development but also cultivates a collaborative atmosphere, encouraging knowledge transfer and broadening of skill sets across the organization. Such an environment is beneficial to innovation and collective problem-solving, reinforcing the Group's position as a leader in its field.

Furthermore, the Group showed an unwavering commitment to employee development, evidenced by the significant increase in average training hours per employee per year – from 44.6 hours in 2022 to 56.0 hours in 2023. This substantial growth in training and development investment reflects the Group's dedication to continuous learning and growth for its employees. Such initiatives enhance individual competencies while contributing to the overall knowledge of the organization, driving the Group towards achieving its strategic objectives and maintaining its competitive edge in the market.

Overall, Saudi Tadawul Group's Human Resources initiatives and achievements during the year demonstrated a comprehensive and dynamic approach to workforce management. By focusing on inclusion, development, and organizational health, it has established a robust foundation for sustained success and growth, positioning itself as a leading entity in its industry as well as a model for effective HR management.



## Human Resources Strategic Focus

To achieve Saudi Tadawul Group's overarching vision and strategic ambitions, Human Resources' strategic focus during 2023 included:

**Enhancing employee engagement:** HR successfully provided a more balanced and supportive working environment for employees through delivering several social events and engagement activities. Additionally, it implemented regular feedback mechanisms to address the development areas towards enhancing the environment even more.

## Expanding learning and development:

HR launched innovative learning programs based on the needs of the business, focusing on technical, soft, professional, and leadership skills across the Group and its subsidiaries. The learning opportunities have been extended to most employees starting from fresh graduates, professionals, and middle management up to executives and CEOs.

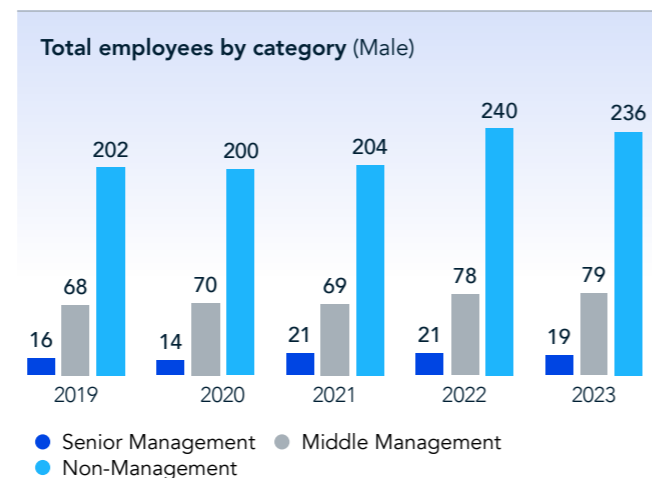
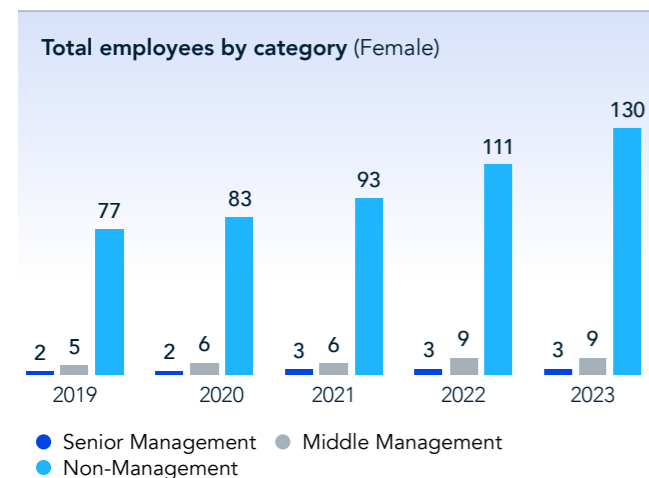
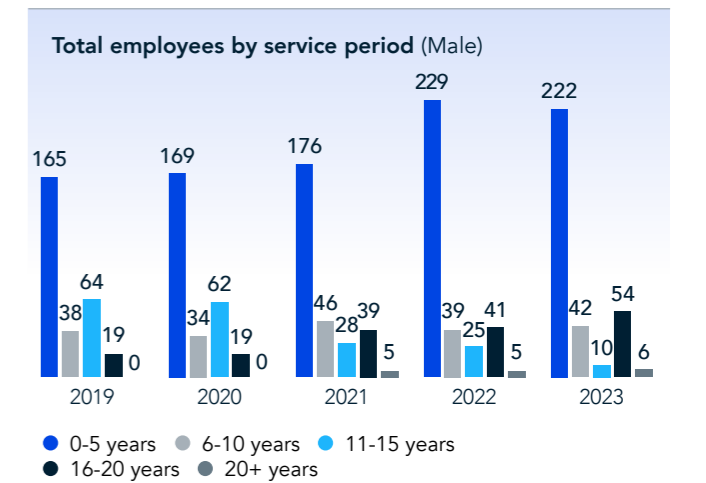
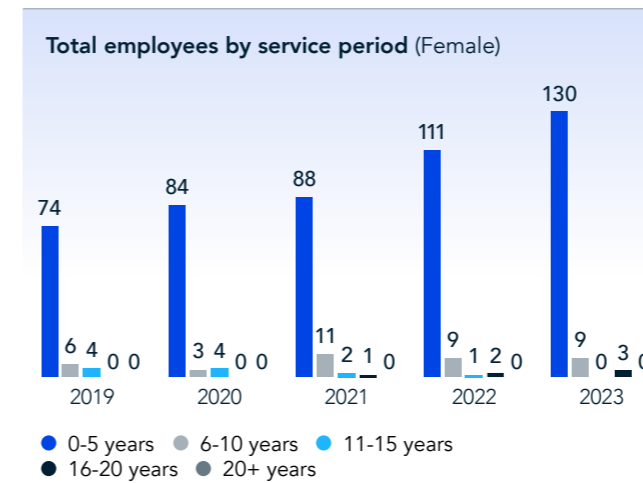
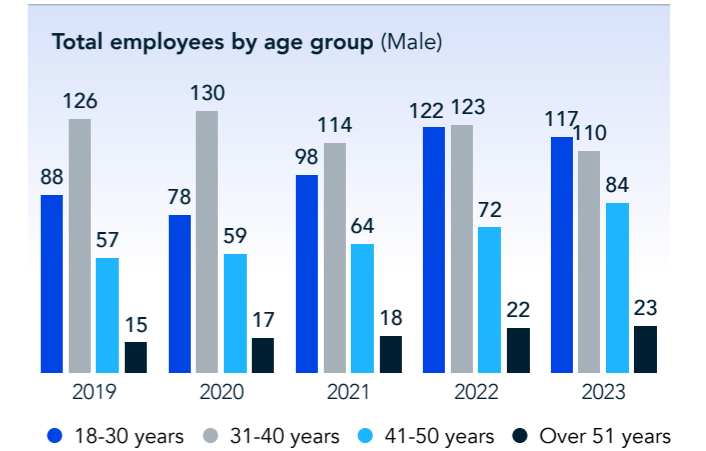
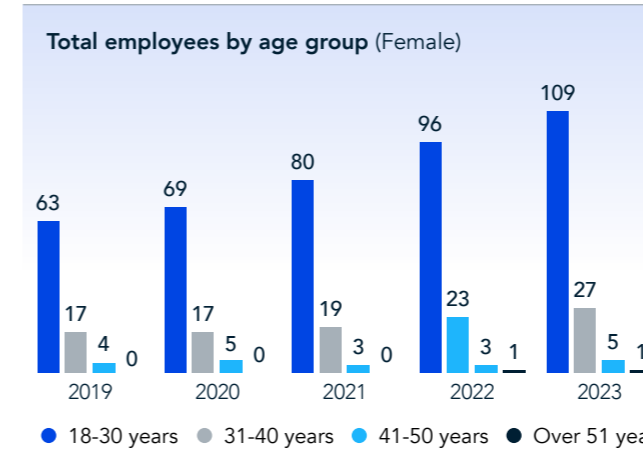
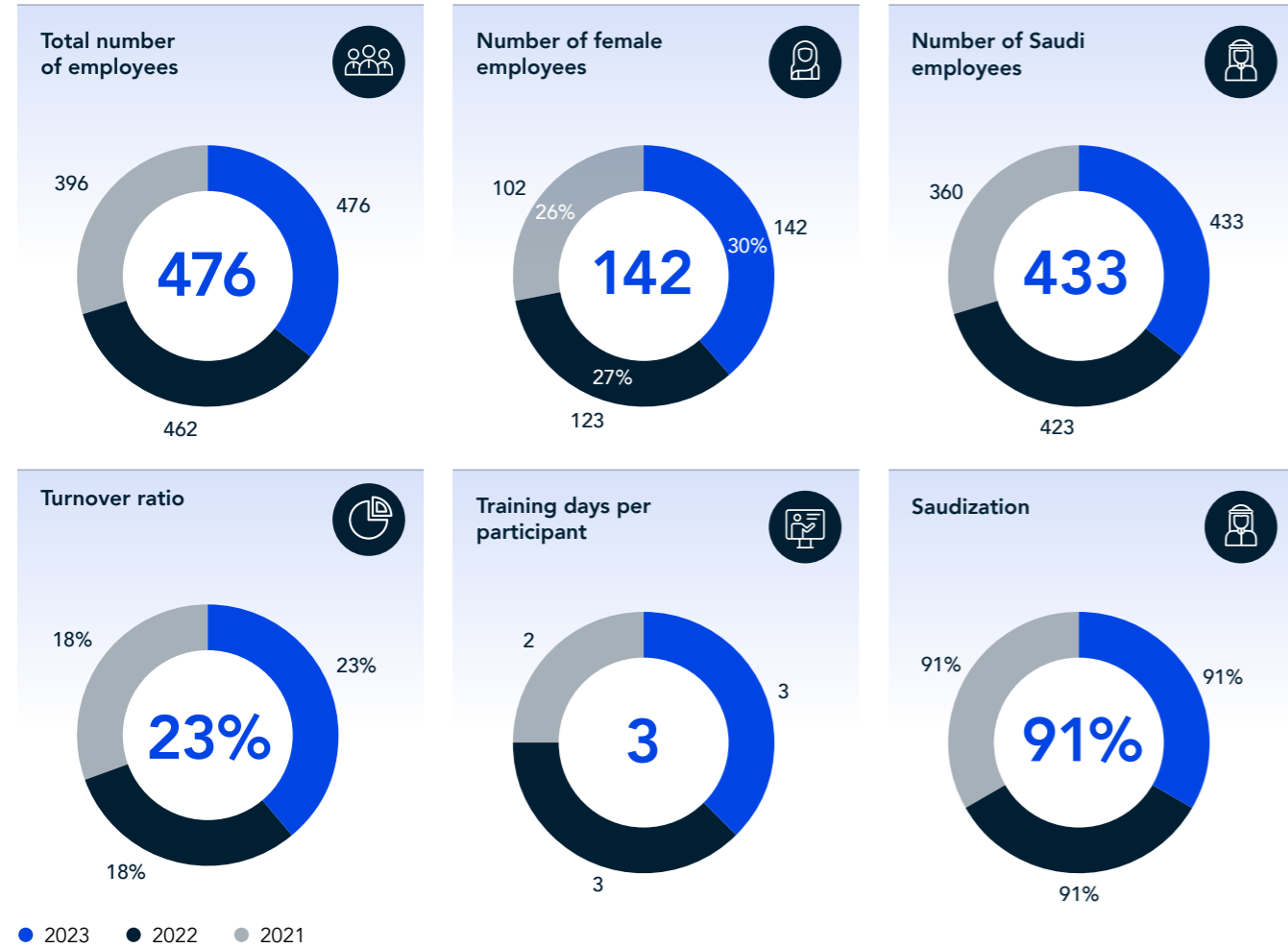
**Culture development:** HR introduced the Organizational Health Index (OHI) assessment across the Group and its subsidiaries. This initiative provided invaluable insight into workforce dynamics, enabling HR to refine its strategies for employee engagement and well-being.

## Female empowerment:

HR is committed to fostering an equitable and inclusive work environment. By increasing gender balance and female representation at every level of the Group, it aims to enhance organizational culture and provide equal opportunities to both genders.

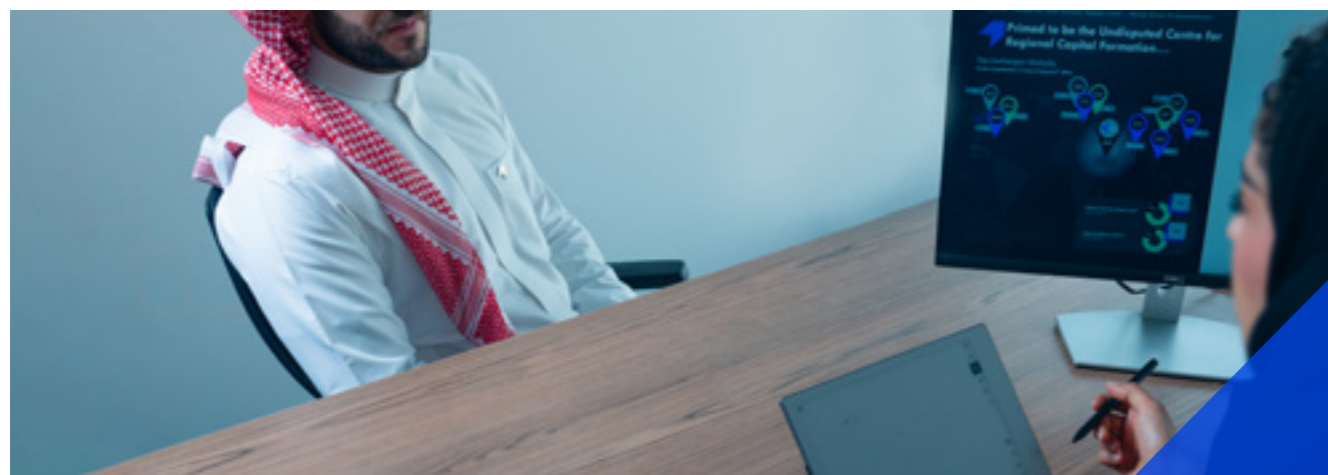
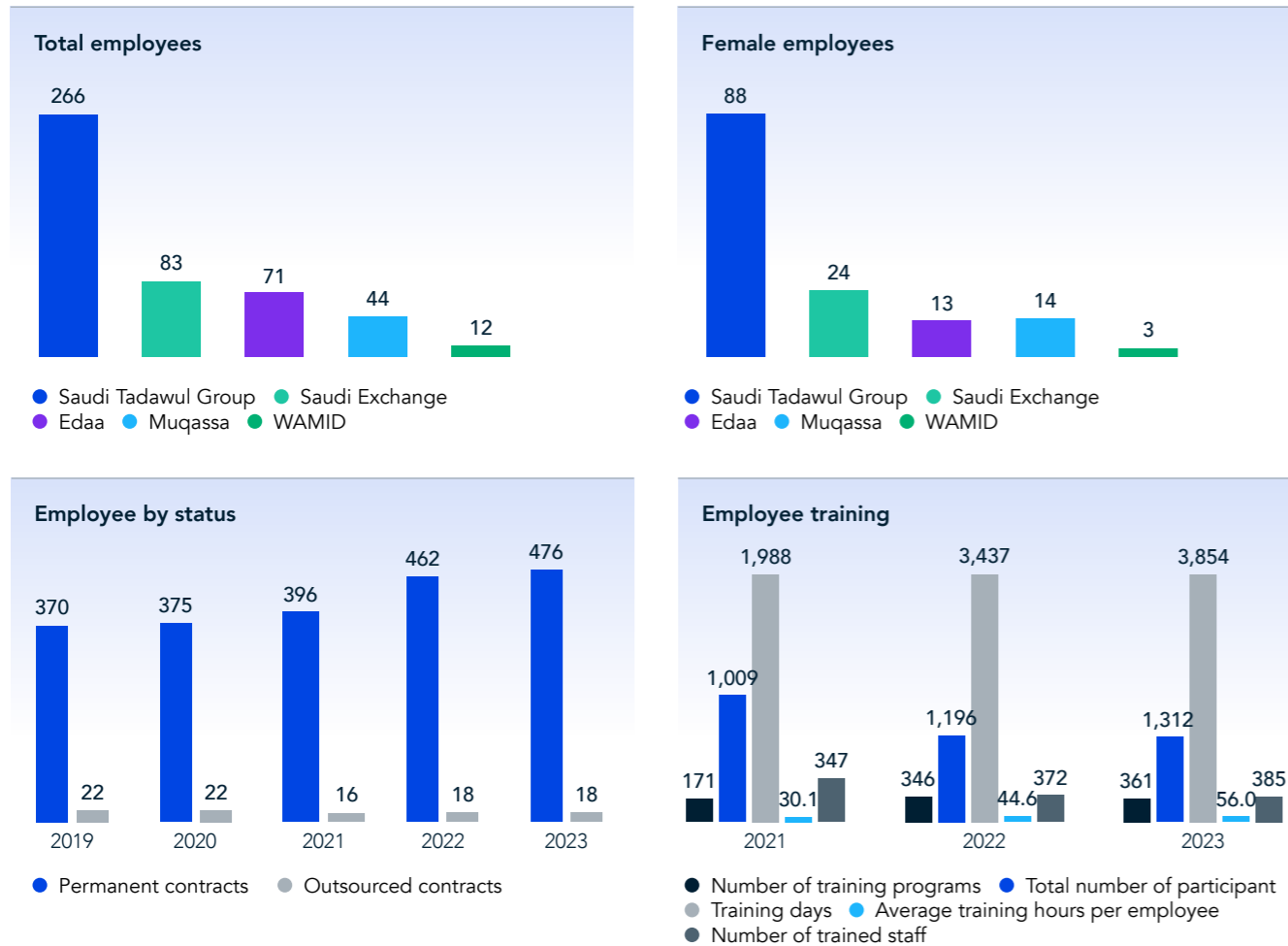
## Focus on Employees (continued)

### The Group in Numbers



## Focus on Employees (continued)

### Total Employee Composition of the Group Subsidiaries



### Creating Strategic Value for Saudi Tadawul Group

In 2023, the Human Resources function at Saudi Tadawul Group played a pivotal role in supporting the strategic success of the Group. The focus was on key areas that not only aligned with, but also actively propelled, the organizational objectives. Below are some of the primary ways in which HR contributed to the Group.

**Acquiring outstanding talent:** Understanding that the cornerstone of the Group's success lies in its people, a major focus of the HR strategy was to attract and acquire the best talent available. The Group implemented advanced recruitment methodologies and leveraged strategic partnerships to access a diverse talent pool. Refined screening processes and enhanced employer branding initiatives ensured the attraction of skilled professionals who resonate with the Group's core values and vision. This approach has been crucial in building a dynamic team capable of driving the strategic goals of Saudi Tadawul Group.

**Integrating strategy with development initiatives and training programs:** A key aspect of the Group's approach was the seamless integration of the overall business strategy with development initiatives and training programs. The Group ensured all training and development activities were in line with its strategic objectives. This was evident in the customization of training programs, including leadership development and technical skill enhancement, to meet specific organizational goals. By doing so, HR ensured its workforce was strategically oriented, ready to contribute effectively to the Group's growth and innovation.

### Enhancing engagement culture through social events

Recognizing the importance of a cohesive and engaged workforce, HR placed strong emphasis on enhancing engagement in its organizational culture. This was achieved through a variety of social events that fostered team spirit, collaboration, and a sense of belonging among employees. These events served as platforms for interaction, recognition, and celebration of diverse backgrounds and talents, contributing to a positive and inclusive workplace environment. By nurturing this sense of community, HR encouraged employee morale and loyalty, which is crucial for sustained organizational success.

### Strategically aligning reward system with business objectives

In 2023, HR strategically aligned its reward system with the Group's overarching business objectives. This was achieved by developing and implementing a variety of tailored plans, designed to support both short-term and long-term organizational goals. This approach fostered a culture of performance and excellence while significantly contributing to the strategic success of Saudi Tadawul Group throughout the year.

Through strategic talent acquisition, alignment of development initiatives with business goals, and enhancing cultural engagement, the HR department has been crucial in supporting and advancing the strategic success of the Group in 2023. These efforts have strengthened the workforce capabilities and enriched the organizational culture, setting a solid foundation for continued growth and success.

### Overcoming Challenges for Greater Impact

The unwavering support from Saudi Tadawul Group management was pivotal in navigating potential hurdles during 2023, cultivating a culture steeped in continuous enhancement and innovation within the Group's HR practices. This backing has been instrumental in the effective execution of a variety of initiatives, significantly contributing to the growth and development of both the employees and the organization as a whole.

One of the foremost challenges navigated by the Group is the alignment of its Talent Acquisition strategies with the evolving demands of today's workforce. The job market's rapid transformation, along with changing candidate expectations, necessitated a versatile and creative approach. Striking a balance between attracting premier talent and preserving the core organizational values and culture of the Group has been intricate but essential. This process involved incorporating novel screening methods and tailoring the Group's recruitment endeavors to meet the diverse and evolving skill requirements of the industry.

Equally challenging has been the Group's dedication to establishing and upholding the utmost standards in training and development. Aiming to set the pace in industry practices, the Group has embarked on a thorough revamp of its training modules. This overhaul ensures the programs are comprehensive and cutting-edge, addressing the ongoing learning and development needs of the workforce. The programs are tailored to suit various learning preferences and career trajectories, while ensuring they align with the strategic goals of the Group.

## Focus on Employees (continued)

In both Talent Acquisition and Learning and Development, the Group's readiness to evolve and its commitment to maintaining high standards have posed challenges but also underscored its strengths. The Group has made significant strides in overcoming these obstacles. These endeavors are about more than simply fulfilling immediate requirements; they represent a long-term investment in the future resilience and prosperity of the Group.

### New Initiatives and Achievements in 2023

In 2023, the Human Resources function rolled out a series of innovative enhancements and initiatives, demonstrating a profound commitment to fostering a workforce that is skilled, empowered, and aligned with the Group's vision.

The HR policy underwent a comprehensive revision, resulting in significantly enriched benefits for employees. This new policy includes educational allowances, more flexible leave options, and improved travel benefits, catering to the diverse needs of the Group's workforce. This development marks a significant step in enhancing the overall employee benefits package.

HR also elevated its Graduate Development Program, ensuring each graduate experiences an extensive and blended training journey. Crafted based on industry best practices and delivered in partnership with esteemed institutions like Coursera, and Harvard Business Publishing, this program is tailored to enhance various skills including performance, leadership, technical, and professional development.

A pivotal focus for HR in 2023 has been empowering female employees. Dedicated women's leadership programs were introduced in collaboration with globally recognized training institutes. This initiative is aimed at paving the way for more women to ascend to senior leadership roles, thereby promoting gender equality and diversity within the organization.

The year also witnessed the introduction of the HiPo Development Program, a strategic initiative for retaining and developing high-potential talents, this six-month intensive training journey, is in collaboration with top-tier training institutions. In addition, the Raising Star Program, developed with a dedicated

foundation in creative leadership, focusing on nurturing emerging talents, further solidifying the Group's commitment to talent development.

Additionally, HR launched the Future Leaders Program, marking a strategic move to invest in the leadership development for a group of employees with promising talents. This initiative underscores the Group's commitment to developing the next generation of leaders within the organization.

Educational advancement has also been a focus, Saudi Tadawul Group sponsors its employees to obtain professional certificates and Master's degrees, in addition to that, signing Memorandums of Understanding (MoU) with highly ranked universities to offer tuition discounts for the Group's employees and their families. This initiative motivates employees to pursue advanced degrees and aligns with HR's goal of encouraging continuous learning.

Furthermore, aligning with its goal to elevate professional standards, the Group increased its financial support for employees seeking professional certifications, integral to reinforcing expertise and skills across the Group.

The Group seeks to foster a culture of inclusivity and community spirit, marked by a diverse array of social engagements, which included the Annual Gathering 2023, Founding Day, Ramadan Gathering, Eid Al Fitr, Eid Al Adha, Mother's Day, Father's Day, World Health Day, Blood Donation Day, World Chocolate Day, Coffee Day, Fun Day, and Saudi National Day. Each of these events plays a significant role in strengthening the communal bond within the organization, emphasizing a workplace culture that values celebration, health awareness, and family.

Every one of these initiatives reflects the Group's dedication to creating an environment that supports and elevates the professional and personal growth of its team members. These enhancements are expected to significantly contribute to the collective success of the Group and the individual development of its employees.

### Investing in Talent Development

Saudi Tadawul Group strategically invests in its talent, aligning employee development plans with its aspiration to be a major financial hub in the region. This approach empowers employees to embark on career paths that align with both their personal interests and the organization's goals. The Group's commitment to nurturing its employees' growth in line with its vision fosters a culture where excellence and success are mutual benefits shared by the workforce and the organization.

Training programs are meticulously designed to cater to all organizational levels, from fresh graduates to the senior executives. The aim is to promote a culture of continuous learning, innovation, collaboration, and engagement. The Group's structured training initiatives cover a range of areas including leadership, technical abilities, and interpersonal skills; they are complemented by practical on-the-job learning and specialized training

sessions. Through thorough training analysis and various assessments, HR ensures these programs are tightly aligned with the Group's strategy, enhancing essential competencies and versatile experiences.

For middle management, the focus is on individual leadership development and group retreats, while senior executives receive tailored executive education following a detailed assessment phase. The effectiveness of these programs is continually evaluated through post-training assessments to ensure their impact and alignment with organizational goals.

Additionally, the Group supports its employees in their pursuit of higher education, such as Master's degrees, and professional certifications. The Group's talent identification process is comprehensive, pinpointing high-potential employees based on performance and potential. This ongoing evaluation ensures their involvement in learning paths that align with both the Group's succession planning and their personal development goals, guaranteeing a robust talent pipeline aligned with the Group's strategic objectives.

### Human Resources in 2024

As Saudi Tadawul Group looks towards 2024, its Human Resources function is gearing up for a transformative journey that aligns closely with the strategic vision of the Group. The upcoming year is about building on the solid foundations laid in the past while introducing innovative initiatives to further enhance employee capabilities and organizational efficiency.

A key focus for 2024 will be the development of a comprehensive Competency framework. This initiative is pivotal for HR, as it aims to enhance employee performance, development, and training throughout the organization. The framework will offer a structured methodology to identify and develop the essential skills and

behaviors that are in harmony with the Group's business goals and values. The goal is to foster an agile and responsive workforce, capable of meeting the dynamic challenges of the business environment.

In addition to the Competency framework, HR is also committed to developing and refining its HR procedures. This effort recognizes the importance of clarity and consistency in operations. The initiative is designed to make all HR processes transparent, easily understandable, and accessible, thereby improving efficiency, reducing ambiguity, and fostering a culture of transparency and trust. This refinement is expected to enhance employee experience while ensuring compliance and adherence to best practices across all HR functions.

Moreover, HR is set to deliver a range of diverse training programs in line with its commitment to continuous learning and development. These programs will be strategically designed to boost productivity and upskill employees, contributing directly to the success of the Group. The training initiatives will cover various domains, ensuring employees are up to date on the latest industry trends and equipped with the skills necessary to innovate and excel in the future.

Heading into 2024, the HR function aims to be a catalyst for growth and innovation within the organization. By focusing on these key objectives and initiatives, the Group is confident it will improve the capabilities of its workforce and make a significant contribution to the overall success and sustainability of the Group.

