

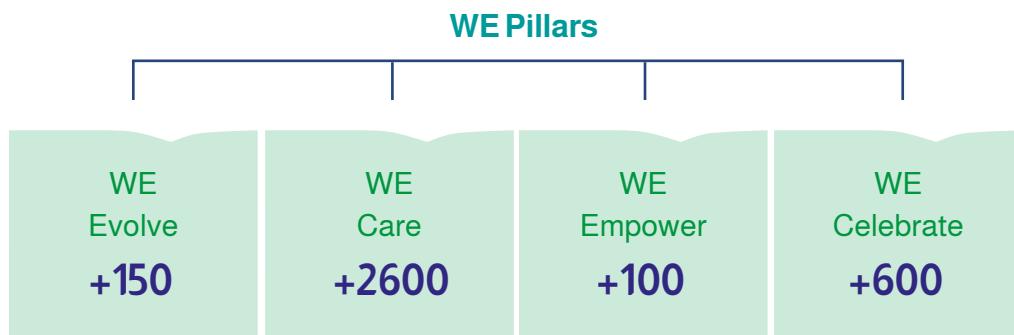
People and culture

Our aim is to foster a positive working environment in which everyone is part of the organization's growth, where life and work are defined by the values of the company. We have an internal culture centered around the employee's progress and evolution. A process of continual feedback is well-established, delivering constructive guidance for strengthening the working culture. With an increasingly vibrant workplace, we have achieved better retention levels, with turnover down by 41% in absolute terms and reduced by 5.7%, from 13.8% in 2019 to 8.2% in 2020.

WE@Almarai

Was initiated to drive a deeper communication level, create belonging across Almarai and bring us closer to our values. We always strive to create a positive working environment for our Quality Makers.

WE are proud to share these success stories which are divided into main four pillars:



WE Pillars

Derived from our values, we constructed a set of pillars to signify and strengthen our internal culture.

WE Evolve

Focuses on any new personal innovations, initiatives, talents including art, music, and technology.

WE Care

Involves all employees centered approaches and activations, including promoting, well-being and a healthy lifestyle.

WE Empower

Support our Quality Makers in their career path and achievements.

WE Celebrate

Includes celebrating any official days on a national and international level, internal festivities.

WE Empower our people

We believe that empowering people is the cornerstone of our organization, and so we work tirelessly to make Almarai a welcoming environment to attract the best talent, empower their growth potential, and nurture advancement.



Our journey aligns us with Vision 2030 to reach the goals of constructing a Saudi-driven workforce, empowering women, and qualified individuals from all over the world, to lead the future of Almarai, and contribute to the Saudi economy.

WE Are One

Our environment is accessible.

We are certified as a Gold member in Mowaamah's Certification programme, as we adopt the best standards and practices in creating work environments suitable and supportive for our quality makers with disabilities.

We are certified as a Gold and Founder member in the Qadeeron programme, an organization providing services to promote inclusivity for people with disabilities. The services support those with disabilities by equipping them with the support and tools necessary to operate as equally effective members of the workforce.

Unlocking the potential of our future workforce

We take responsibility for ensuring the quality makers across divisions are briefed, trained and operating in accordance with their designated roles.

Almarai Academy

The Almarai academy provides leadership development training to all management levels of the Company, identifying the leaders of tomorrow while building their skills to prepare them for future responsibilities.

The programme begins with junior leadership schemes, such as the Foundation of Personal Leadership scheme, through more advanced schemes that are more appropriate for Senior Leadership talent development, delivered in collaboration with international business schools. Senior-level courses in particular have a vital role in succession planning for positions at the top of the Company.

Due to the pandemic we successfully transferred all of our leadership development programmes to their distance learning equivalents.

Our coaching culture

We have embedded an active culture of coaching within Almarai, introducing coaching as a concept in all of our leadership programmes, to create a holistic environment geared towards continuous learning.



On-the-job training (OJT)

OTJ training exists across the Company at all levels, from transport to warehouse operations. Training is also provided to Dairy & Food Polytechnic (DFP) candidates, who rotate through different roles on a six-month basis. In general, rotation opportunities across the business have proved their value, improving employee exposure to new opportunities and encouraging knowledge transfer between colleagues and teams. Since 2011, DFP has delivered training to 1,145 Saudi employees at Almarai, with average course satisfaction achieving 87% in the last two years (2018-2020).

Almarai Leadership Competencies

In response to the challenges of the pandemic, we have revised our leadership competencies and we have introduced “Resourcefulness” and “Being Resilient” as additional core competencies for all levels of management.

Almarai Graduate Development and Future Leaders Programme

The Almarai Graduate Development Programme has a long tradition at Almarai, supplying our Saudi talent portfolio, whereas the Almarai Future Leaders Programme (Management Trainee) has been in place since 2016, supporting the long term leadership pipeline.

Almarai Co-Op and Almarai Club

Almarai Co-Op and Almarai Club are initiatives that seek to provide educational schemes to Saudi students and highlight potential career opportunities at Almarai. The Co-Op admits students to a 6-month professional learning course, while the Club provides non-financial sponsorship to up to 1,000 undergraduates. Recruits to Almarai Club have the opportunity to apply for roles at the Company ahead of graduation, while at the same time being inducted to the business and studying Almarai's operations for their academic benefit. Both male and female students are already participating in the Co-Op and Club programmes, demonstrating the considerable promise that exists among future graduate intakes.

Rewarding our quality makers

Almarai compensates employees in a fair and equitable manner, with the primary goal of attracting, motivating, retaining and engaging with top talent in the industry. Our compensation strategy is based on three main pillars, Internal Equity Considerations, External Competitiveness Balance, and Pay for Performance.

Internal Equity Considerations

Almarai truly believes that fairness and equity are paramount throughout the Company. Considerations include the nature of the employee's role within the company, overall performance for the year, geographic location and working conditions.

External Competitiveness Balance

The Company consistently participates in market annual remuneration surveys that supports the collection of market data on salaries throughout the business. This includes remuneration trends, payment policies, and procedures that help to structure market-based job pricing.

Pay for Performance

Alignment between employee performance and Almarai's business targets is vital to establishing accurate and equitable remuneration. The Company seeks to reward employees based on their individual performance and contributions to the overall success of the business.

We have implemented a Performance Management Process to promote a healthy competitive environment among our team, achieving a more powerful sense of recognition – while at the same time helping the Company to effectively deliver its objectives.

In addition, the Almarai Long Term Incentives (LTI) scheme is a nomination-based annually launched share programme, designed to reward high-achieving employees. The LTI is run over three-year periods, after which nominated employees receive possible incentive payouts after the allocation year.

Our year in numbers:



*HC only covers KSA and GCC entities of Almarai Company.

Strategic priorities in 2020

Achieving centralization

In June, we kicked off the process to completely reorganize Almarai's HR function to reduce fragmentation and centralize operations. Our target was to create a hub that consolidated services and made them available to all employees across the Group.

Our digital culture

Our digitalization approach throughout 2020 targeted the enrichment of employee personal and professional growth while supporting ongoing objectives to create an environment that promotes a culture grounded in camaraderie.

Almarai digital platforms

- Our internal platform where our quality makers can reach all HR services online
- The WE@Almarai Mobile App where internal services are at your fingertips
- Employee relations WhatsApp service that provided to stay closer with all employees & receive their queries, suggestion & issues.
- E-learning platforms that became a top priority early in the year to further the continued evolution and development of our employees



WE Achieved

We won the award for the best employees' health initiative of 2020 under the title (WE Care) at the level of governmental and private entities in Saudi Arabia as

part of the Waai Competition presented by the Ministry of Health in partnership with the Council of Cooperative Health Insurance.

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This year has been unique, and we shouldn't focus on what has succeeded in the past. Today, we are moving to a digital landscape. There is a need to evolve beyond the traditional face-to-face interface and support our employees by developing their capabilities digitally. Most programmes are now delivered virtually, which has been a profound shift in the way we work. Centralization and optimization have been a key focus area for the Human Resources Department in 2020. We had the challenge of mitigating cross-departmental fragmentation and applying our developmental values to the virtual landscape in which I believe we have made meaningful strides.

Fawaz Aljasser

Chief Human Resources Officer