


# Our People



We continued to safeguard our people and build our employee value proposition in 2021, solidifying our position as the employer of choice in Saud Arabia's food and retail sectors.



Our employee value proposition framework features a People Pillars Program, which aims to attract, retain, and motivate leading talent in our industry to establish a highly skilled and capable workforce, whilst also supporting national Saudization objectives.



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# Our Most Prized Assets

Savola’s human resources initiatives and programs are dedicated to positioning the Group as the undisputed Employer of Choice in the food and retail industries across our MENA region. Through our extensive offering of career advancement opportunities, health and wellness schemes, and employee engagement activities, we aim to offer an unparalleled employee value proposition and a supportive and equitable working environment for all our people.

Our people are our most prized asset, and throughout 2021 we continued to ensure they were adequately protected from the ongoing threat posed by the COVID-19 pandemic, reflecting the key priority of our dynamic HR strategy to preserve the health and wellbeing of our employees across the Group.

Savola also remains wholly committed to providing a working environment in which our people can grow, thrive, and excel, supported by opportunities for self-advancement and training that provides exceptional professional development paths for staff across our operations.



Total employees

**23,643**

HQ	SFC	Panda
54	6,330	17,259

Employees in our offices in Saudi Arabia

	HQ	SFC	Panda
<b>17,890</b>	54	1,266	16,570

Female employees in our offices in Saudi Arabia

	HQ	SFC	Panda
<b>1,318</b>	10	54	1,254

Saudi employees

	HQ	SFC	Panda
<b>6,596</b>	37	606	5,953

Employed people with disability

	HQ	SFC	Panda
<b>415</b>	1	100	314

## Our People Philosophy



Savola Group aims to be recognized as **an employer of choice in the MENA region in the food and retail industries** – a goal that is reflected throughout our Human Resources strategy. Savola’s guiding proposition – ‘Value Built on Values’ – encapsulates our vision, mission and commitment to our key corporate values and culture.

### WE ARE FOCUSED EACH DAY TO:

**Attract and sustain the best available talent to meet current and future demands**

**Adhere to nationalization and enhance our employer brand**

**Promote an engaging environment that supports change and increases productivity**

**Leverage technology, social media, and systems to raise the level of HR services standards**

**Develop a highly skilled workforce that will learn, lead, and respond to challenges**

**Effectively balance resourcing and cost management**

### OUR EMPLOYEE VALUE PROPOSITION (EVP)

Our employee value proposition framework features a People Pillars Program, which aims to attract, retain, and motivate leading talent in our industry to establish a highly skilled and capable workforce, whilst also supporting national Saudization objectives.

The People Pillars encapsulate our goal to provide a uniquely rewarding professional environment and culture. They include:

#### Employee Engagement Pillar

Programs are to improve Savola employees' level of engagement and inclusiveness through capitalizing on respect, trust, integrity, commitment, and communication between Savola and its employees.

#### Workplace Wellness Pillar

Programs are to support and encourage Savola employees and their families to live a healthy lifestyle.

#### Work-Life Balance Pillar

Programs are to show Savola excellence in ensuring that our people are enjoying the optimal mix of professional and family time without compromising productivity or efficiency.

#### Cultural Improvement Pillar

Programs to promote the shared values, attitudes, standards, and beliefs that characterize the employees of Savola and define our culture.



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An engagement survey that was conducted as part of our Tawer Program in 2021 revealed an 80% level of engagement, representing a tangible long-term improvement from the 64% score achieved the first time an engagement survey was conducted.

In 2021, we maintained a steady stream of initiatives and programs to support our employees within each of these People Pillars to ensure a uniquely rewarding culture and working experience for our staff.

These included our efforts to retain key talent in mission critical roles through the Align Program (Long-Term Incentive Program) for top executives, for achieving the Group's strategic objectives initiated in 2020. In 2021, the second tranche of share buy backs began with Savola purchasing 349,076 shares at an average price of SAR 39.89 per share, for a total value of more than SAR 13.9 million.

An engagement survey that was conducted as part of our Tawer Program in 2021 revealed an 80% level of engagement, representing a tangible long-term improvement from the 64% score achieved the first time an engagement survey was conducted. To enhance employee engagement with Savola Group's investments portfolio, we conducted an employee trip to visit the Al Kabeer Group factory – one of the entities recently acquired by Savola.

In 2021, and for the second time, Savola Group was certified and recognized as a Great Place to Work by the global authority of Great Place to Work®, which focuses on identifying outstanding, engaging and high-performance workplace cultures around the world.

As part of our Workplace Wellness Pillar programs, we partnered with the Ministry of Health to provide our employees with COVID-19 and seasonal influenza vaccines; partnered with a leading Saudi hospital group to enhance in-house health care for our employees; and continued to build on employee awareness through initiatives such as World No Tobacco Day, World Health Day, Breast Cancer Awareness and World Diabetes Day. 94% of employees surveyed responded that appropriate precautionary measures were taken to respond to COVID-19, while 92% believe that Savola Group is a physically safe and healthy place to work.

We also continued to adopt family-friendly policies such as flexible working hours and remote working options as part of our Work-Life Balance initiatives, in addition to ensuring the continued availability of Savola Group Tower facilities such as our In-house Clinic, Nursery, Canteen and Mini Market.

Moreover, we continue to facilitate a nursery for our female employees. We also enhanced our Corporate Rate Program to provide a wide range of discounts and exclusive offers by leading brands and corporates for our employees and their families through an interactive mobile application.

Furthermore, our employees responded that Savola Group has special and unique benefits (81%), provided appropriate plans for working remotely during the pandemic (92%) and encourages people to balance their work life and their personal life (81%).

### Rewards, Takaful and Social Programs

Savola continued to provide the employees with a range of valuable financial services, such as a home loan scheme for Saudi employees, Takaful insurance to support families in the case of death or disability, and the Al Taawon fund to assist staff in dealing with financial emergencies, which benefitted 47 employees by disbursing SAR 302,108 in 2021.

Complementing our in-house programs under the Cultural Improvements Pillar, our employee recognition initiative saw selected staff rewarded for their continuity and length of service with the Group in 2021. We also reactivated the Sela Program social scheme for informal gatherings outside the workplace and established a 'Thank You Wall' where our employees can express their appreciation to each other.

2021 also saw the launch of a new project to enhance and align SFC's culture across our operating units (OUs). The "Forward Culture" initiative began with a survey of OUs, which achieved a response rate of 86% (5,200 employees) and delivered 34 focus group sessions to collect data for the creation of corporate action plans for deployment in 2022.

In 2021, Panda continued to test and refine its turnaround solutions, in preparation for their full rollout set for 2022. This included preparations for the launch of its new, comprehensive "People Strategy," and further work to define the specific details of how its HR Operating Model will support the execution of the 5-year strategy and deliver transformation through the implementation of a new management culture.



## Nationalization

# 73%

Savola Group is proud to be a leading force for Saudization in our sector, with Saudi nationals representing over 73% of our workforce as of year-end 2021.

Panda rolled out a number of employee engagement initiatives in 2021, including a 1-month campaign to cultivate awareness among our people of the new Panda Vision and Mission. Other successful campaigns included a company-wide effort to spread awareness of Panda's Code of Conduct; 4 virtual conferences to cascade the annual strategy; and an awareness campaign for Panda's new HR Policy Manual.

In October 2021, Panda's CEO held a virtual live session with Panda employees from various departments, stores and seniority levels, to allow for an open discussion and for employees to raise their questions and concerns directly to the CEO and Executive team members, in order to promote transparent communications and organizational alignment.

### Savola's Ongoing COVID-19 Response

In response to COVID-19, our primary focus remained the health and safety of our employees, their families, our customers, and broader society throughout the gradual return to normal activities during 2021.

The Savola Crisis Committee continued to ensure full implementation of the guidelines released by the Kingdom's authorities, including the Ministry of Health, to prevent the spread of COVID-19. These measures included the mandatory use of face masks, safe social distancing, and entrance restrictions for visitors to our HQ.

In cooperation with the Ministry of Health, and in response to their recommendation that all individuals be vaccinated against COVID-19, we offered our employees and their families first vaccine doses at the Savola Group Tower offices.

Leveraging the robust home working protocols established in the previous year, we maintained our ability to transition to remote working quickly and efficiently to reflect the prevailing COVID-19 guidelines.

### Talent Management and Nationalization

Savola Group is proud to be a leading force for Saudization in our sector, with Saudi nationals representing over 73% of our workforce as of year-end 2021. This high Saudization rate reflects our firm commitment to the objectives of Saudi Vision 2030. We also maintained an exceptional Saudi national employee retention rate during the year of 94.6%, with 92.59% of our total employees retained in 2021 and secured our Platinum Nitaqat rating at the Group Headquarters' level.

SFC has a diverse workforce of 6,200 people across its headquarters and subsidiaries, including Afia International Co., United Sugar Co. and International Food Industries. Reflecting its progress toward achieving the Saudization and workforce equality objectives of the Group, 43% of SFC's employees are Saudi nationals. Meanwhile, for Panda's 16,491-strong workforce, the company carries out a range of Saudization initiatives and activities, reflecting its commitments to Group nationalization policies and targets.

Panda also implemented a scheme to issue salary adjustments for Saudi nationals in 2021, reflecting the decision of the Ministry of Human Resources and Social Development to raise the minimum wage for Saudis. This resulted in the adjustment of all salaries of Saudis earning less than the minimum amount identified by the Ministry. Moreover, Panda relaunched its partnership with the Human Resources Development Fund (HRDF) in 2021, hiring and developing fresh Saudi nationals following the required processes and procedures. Finally, its employee incentive program was redesigned to ensure that all members of its in-store teams work synergistically towards common goals.

### Diversity

Savola Group has always been a firm believer and supporter of workforce diversity. We seek to create an equitable balance of men, women and people with disabilities among our staff. Savola Group's employees at Group level are 19% female, while SFC's workforce is 5% female and 2% people with disabilities, and Panda employs 1,295 women and 287 people with disabilities.

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## Learning and Development

Savola maintained the continuity of our professional development and training programs for all levels throughout the year, we continued our collaboration with INSEAD to develop high-potential future leaders by enrolling them in the Developing Emerging Leaders Program, and partnered with "Udemy," a global online training provider, to allow employees to access an online platform with more than 180,000 courses to choose from in more than 75 different languages.

Succession planning continued to be a key focal point for Savola HQ in 2021, as we ensured the proper plans and contingencies were in place for key positions across the organization.

Moving forward with our development plan for all employees, we revamped the Savola HQ competencies framework for all levels to reflect our long-term objectives in setting a tailored Individual Development Plan (IDP), especially for high-potential employees and future successors.

SFC continued to operate our Iqtedaa Executive Leadership training program in partnership with McKinsey, with a cohort of 30 participants at the Director and Executive Director levels in 2021, whilst the SFC Functional College provided training to 661 employees across 10 functions and 20 training topics.

SFC also maintained our LinkedIn partnership for our eLearning portal, launched several sales academies – in Egypt, Saudi Arabia, and other countries – and initiated the SYDP (Saudi Youth Development Program) to focus on graduate development.

As part of Panda’s ongoing efforts to train, develop and retain our prized human capital, a total of 13,044 employees were enrolled in training programs to cultivate soft and technical skills in 2021.

In-store human capital remains one of the core focus elements in Panda’s turnaround program and an area in which significant progress was achieved in 2021. A robust workforce planning methodology was developed for all positions in 2021, with specialized training and development programs launched to upskill and empower our store management to deliver seamless in-store operations and customer experiences. These include the Rowad Development Program – a key initiative of Panda’s career development scheme for Saudi nationals, as well as to prepare them for progressively more senior assignments as Supervisors – in alignment with government requirements to nationalize these positions.



**The Government Relations Committee** aims to develop a comprehensive government relations strategy with clear objectives, with a view to establishing and maintaining effective relationships with key ministries and other relevant government bodies.



**The Corporate Social Responsibility (CSR) Committee** provides strategic oversight of the Group’s CSR work and related activities by defining clear and common objectives and aligning the Group’s efforts to create competitive advantages through Savola World Foundation programs and related CSR activities.



**The Sustainability and Environment Committee** seeks to develop a strategic plan to build and implement the Group’s Environmental Policy, as well as to oversee all environmental activities in the areas of energy, water, waste management, recycling, and emissions.

## Group Synergy

To consolidate and increase synergy efforts between Savola Group and its Operating Companies to maximize the benefits in sustainability and government relations matters, we established 3 new management committees in 2021, ensuring efficiency and knowledge exchange:

## Supporting Savola Group's People in 2022

As well as striving to keep our employees safe amid the ongoing COVID-19 pandemic, Savola Group will continue to build our corporate culture around engaging key talent, to reinforce our position as a leading employer in the Kingdom and our sector.

We will build on our strong employee engagement performance in the year ahead, continuing to listen to our employees needs and concerns, and act with focus, agility, and transparency to continually drive increasing satisfaction. In particular, we will focus on talent management through in-depth assessments, customized employee development plans, involvement of our revamped competency framework, and enhanced learning and development programs for employees of all levels. We will also build positive sentiment through a wide range of Group social activities, committees, team building activities, and other employee-centered initiatives and events.

We will continue to promote better physical and mental health outcomes. Specific programs will be launched in 2022 to assess HR requirements and collect employee feedback; increase Group leadership synergies; expand our talent management capabilities and programs; recognize outstanding employees and reinstate key social activities as the restrictions associated with the COVID-19 pandemic subside.

Meanwhile, SFC will continue to develop and improve its Forward Culture Program throughout 2022 and will place increasing focus on talent development among employees at its headquarters and across the company's subsidiaries.

Similarly, Panda will maintain the momentum gained in building a strong talent management system to attract the best and brightest of the market whilst also retaining key employees in 2022.

Panda will also maintain its comprehensive calendar of initiatives to ensure the happiness, health, and career progression of our talented workforce in the coming year.

Above all, in Savola Group we will redouble our efforts and commitments to build upon our HR strategy to solidify our position as the region's employer of choice in the food and retail industry by providing an unparalleled, uniquely rewarding culture and working experience for our people.

