



Group Human Resources

Year-End Report

2018

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TO OUR STAKEHOLDERS

A Message from our General Manager, Group HR

Dear Zamil Group Employees,

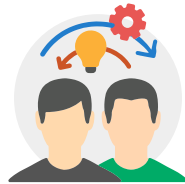
Welcome to the Group HR Year-End report. I want to embrace this unique opportunity to thank everyone for all your efforts throughout the year. The success of our company is built on the efforts of our talented employees and in this preceding year, we have enjoyed many successes.

In an effort to improve communication between our companies, Group Human Resources developed and implemented a communication strategy to produce the Year-End 2018 (YE 18) Report.

The Group HR Year-End Report represents a snapshot of the Human Resources activities from business year 2018. Each area of Human Resources is represented on the following activities and programs:



Leadership
and Career
Development



Talent
Management



Succession
Planning



Talent
Assessment



Talent
Acquisition



Performance
Management



Employee
Engagement



Compensation
and Benefit

This insightful Human Resources report provides transparent outlook of the HR metrics and how we are translating our strategic priorities into action. It provides examples of organizational developments that we achieved in 2018.

We have withstood a year that was filled with both challenges and victories. How reassuring it has been to know we can count on all of you regardless of what challenges us. On behalf of Zamil Group Holding Company, please allow me to extend my personal and genuine appreciation to each and every one of you for your valuable contributions to this company.

In the fourth coming year, we seek to continue our strong operational and strategic efforts.

We hope you recognize this to be a valuable tool for exchanging useful information and staying promptly informed about events and news in the Group Human Resources. We offer our heartiest wishes and happiness to you and your families as we all look forward to a successful 2019!



Sincerely,

Basmah S. Al Zamil

General Manager, Group HR



OUR DEPARTMENT

The Group Human Resources contributes to Zamil Group's mission, vision and strategic plan. Our team strives to provide Zamil employees with the resources and tools they need to be developed, engaged and productive.

Our Mandate

To develop the HR and OD function in Zamil Group Holding Company. This will be achieved through the identification and successful implementation of best-fit policies and practices in Talent Acquisition, Performance Management, Talent Management, Succession Planning and Remuneration Management.

To develop Zamil Group HR standards and provide strategic guidance and support to Managed Subsidiary Companies on the systematic and consistent application of these standards.

To serve as center-of-excellence in HR and OD interventions and, to implement strategically aligned programs in talent management and succession planning that will support the Group to sustainably identify, recruit, retain, and develop the caliber of senior talents it requires to achieve its business objectives.

Our Team



Basmah S. Al Zamil
GM – Group HR



Firas M. Al Kuwaity
Corporate HR Manager



Mohammed T. Al Saeed
HR Specialist



Pradeep Pirarath
OD Business Partner



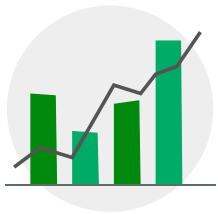
Ian Benedict
Talent Acquisition Officer

GROUP HR GOAL 2019

For the Business Year 2019, Group HR will pursue the following strategic thrusts:



To enhance the HR function and HR service delivery in Zamil Group Holding Company through the continuing identification and implementation of best-fit policies and practices in talent acquisition and development, performance management, succession planning, remuneration management, and leadership assessment.



To strengthen the capabilities of Zamil Leadership Development Center by offering relevant and current leadership, business management, personal effectiveness, and corporate culture building workshops and programs.



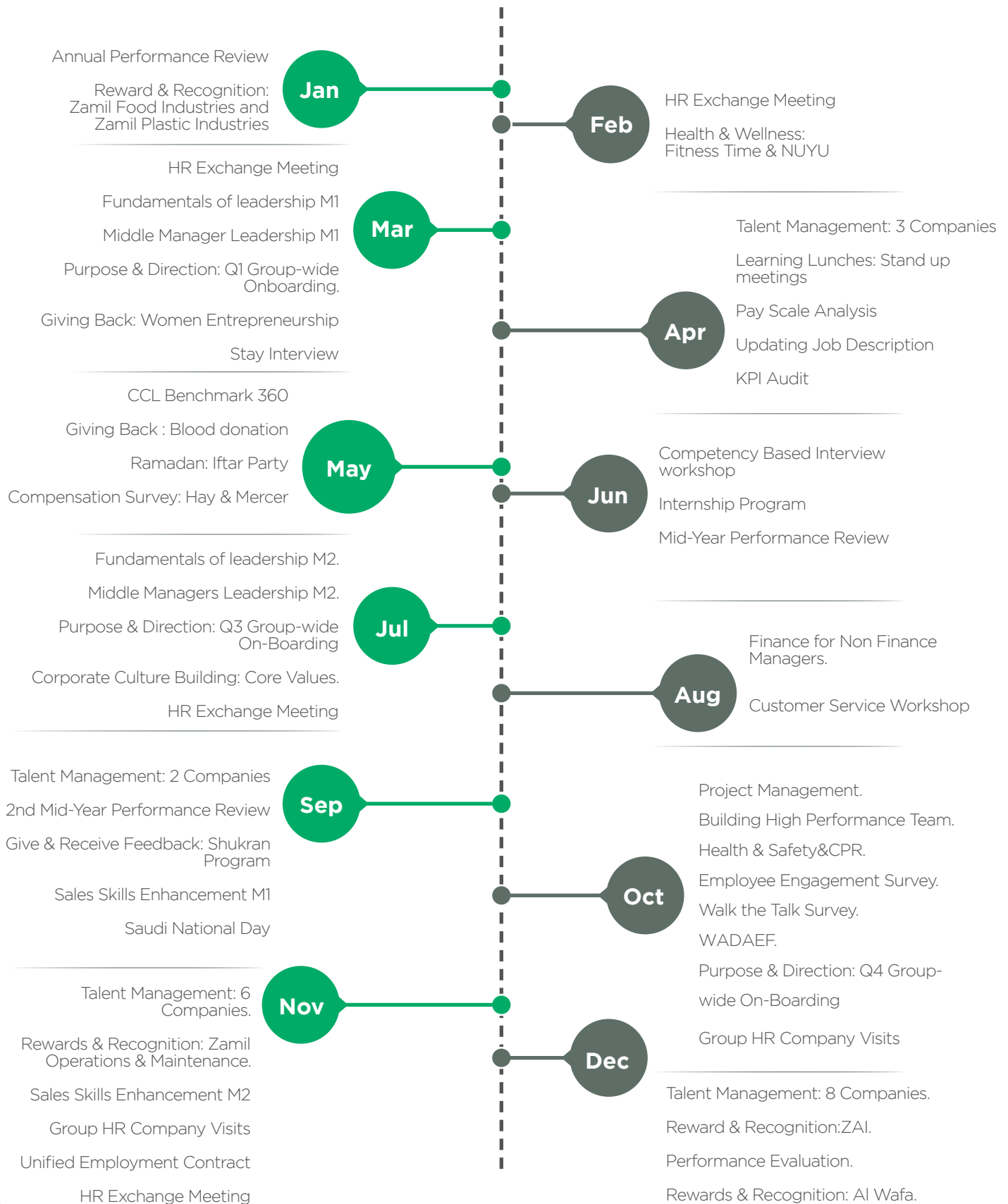
To set and monitor consistent implementation of HR Standards, and provide strategic guidance and active support to Managed Subsidiaries.



To provide consulting inputs and/or HR Solutions to Managed Subsidiaries



YE-HR Snapshot 2018





OUR ACCOMPLISHMENTS

Employee Engagement Survey (Zamil Group, Zamil Investment & Zamil Real Estate)

The intended purpose of the survey was to establish a baseline for employee engagement and HR service enhancements in Zamil Group that will result in a highly engaged workforce. The survey results sufficiently indicate employees tend to be slightly satisfied with the work that they do here at Zamil Group, and believe they are making a contribution.



Zamil Group Employee Engagement Survey was conducted on 16-31 October 2018.



91 EMPLOYEES

We set a response rate goal of 30% for 2018. Altogether, 91 employees completed the survey, for a response rate of 24%.

Areas where we have the substantial gap in employee satisfaction are as follows:

- 1 Unnecessary procedures and delays are minimal in the company.
- 2 We assign specific roles to team members (e.g. Team Leader, Facilitator, Timekeeper.. etc.)
- 3 I continuously visit the company website.
- 4 The company helps me to develop my skills.
- 5 I have discussed my KRA/KPI for the current year with my manager/supervisor.

- 6 I am satisfied with the available career development opportunities.
- 7 I have taken the initiative to discuss about my career development plans with my manager.
- 8 The company recognizes and rewards performance that exceeds performance standards.
- 9 I understand how my performance is measured.
- 10 I refer to the letter of the company president which publishes every month.

In response to the survey result, Group HR is publishing this Year-End report 2018 to improve communication between our department and our Managed Subsidiary Companies.

We are also exploring ways in which we can continue to address the ongoing professional and developmental needs of our employees by releasing the 2019 Zamil Leadership Development Center calendar. The programs, workshops and trainings that we scheduled on delivering are geared towards addressing those needs. In addition, we are filling out the position of Learning and Development Officer this year. So, we can focus and give more importance in continuous learning and career development of our employees across the Group.



HR EXCHANGE

Zamil Group Human Resources launched HR Exchange in February 2018. The purpose of the meeting is to exchange knowledge and experience between each other and to enhance the two ways communication strategy between the Managed Subsidiaries' HR & Admin teams and Zamil Group HR. Four meetings have been organized throughout the year with all the HR & Admin Managers/ representatives. The outcome of the discussion was about the current Group & local HR responsibilities and what the Group & local HR planning to accomplish in 2019 to ensure synergy and alignment. HR group and Managed Subsidiaries upgraded overall HR standards upon agreed on KPI designs.



The following are the 11 (eleven) attendees who have regularly attended the four HR Exchange meetings:





Salah Al Zamil
Consultant
Zamil Group Holding Co.



Basmah Al Zamil
General Manager,
Group HR
Zamil Group Holding Co.



Firas M. Al Kuwaity
Corporate HR Manager
Zamil Group Holding Co.



Mohammed Al Saeed
HR Specialist
Zamil Group Holding Co.



Mazen Al Harbi
Chief Human Resources
& Admin Officer
Zamil Offshore
Services Co.



Yasser Al Sattamy
General Manager –
Shared Services
Zamil Operations &
Maintenance Co.



Mohammed Aldossary
HR & Admin Manager
Zamil Food Industries



Saad Al Zahrani
HR & Admin Manager
Zamil Architectural
Industries , Zamil Ladder
Factory, Shade Guard
and Zamil Coating
Industries



Mohammed Al Oneizi
Logistic & Admin Manager
Arabian Gulf Construction



Asma Hassani
HR & Admin Manager
Zamil Plastic Industries



Salman Al Rashid
HR Coordinator
Zamil Trade & Services



GROUP-WIDE EMPLOYEE ON-BOARDING PROGRAM

Zamil Group Human Resources launched the Group-wide Employee Onboarding Program on the 2nd Quarter of 2018. Two other onboarding programs followed in the third and fourth quarter of the year. A total of 105 staff, supervisory, and managerial level employees were on-boarded. Zamil Group believes in the integrating an employee with a company and its culture, as well as getting a new hire the tools and data needed to become a productive member of the team.



Individual Orientation

To enhance our employee engagement and onboarding experience, Group HR has designed Individual orientation program that aimed for all Zamil Group Managed Subsidiaries. The orientation program is an opportunity for the newly hired employees to be familiar with their company, departments, staff, and other relevant information that will help ease the employee adjustment to the work place and the company's culture.



HR Policy Committee

We continuously review – and re-examine – our HR policies and employee benefits package to determine if there are changes or upgrades that we can make to better accommodate the needs of our stakeholders.

In response to continues feedback from stakeholders on HR policies and procedures we have created a committee to review the policies and make necessary amendments that reflects positively to employees wellbeing and business output.

The committee kick-off will be launched on Q1, 2019.



ZAMIL LEADERSHIP DEVELOPMENT CENTER

Introduce such activities that improve the skills, abilities and confidence of leaders. The Programs vary massively in complexity and style of teaching. Leadership Development Programs are focused on collective leadership at Zamil Group.

Leadership development is part of the Talent Management and Succession Planning Program of the Group. Aim of this program is to produce high-caliber leaders to take over senior position when they become available.

High-performers and High-potentials are typically identified for these Leadership Development Programs, which may be longer-term and broader than programs focusing on tighter end-goals.



272
Total
Participants



20
Companies



TALENT MANAGEMENT

This is a process to manage the ability, competency, and power of employees within an organization. Everything that is done to recruit, develop, retain, reward and make employees perform better is a part of talent management.

The role of Group HR is to implement the strategic talent management process in an organization. HR indeed plays an advisory and support role in the company and help the leaders run the company.

The Talent Management program has been rolled out in all Zamil Group Managed Subsidiaries. The objective of the data gathering was to review the existing Talent Pipeline, to identify successors for critical position, to update succession planning for 2018, and assess training & development needs for Zamil Leadership Development Center 2019.

16 companies have participated in the program, and 346 talents have been reviewed.



QUARTER 2



QUARTER 3



QUARTER 4





TALENT ASSESSMENT

360 Degree Assessment with Executive Coaching and Development Exercise

360 Degree was initiated on 8 May 2018 to 15 May 2018. A total of 13 VPs and GMs were subjected to the assessment provided by their reports, peers, and direct managers. The questionnaire asked about the competency development areas they should focus. The assessment was then followed by executive coaching.



Personality Assessment Questionnaire

The Talent Acquisition at the Group HR has administered Personality Assessment Questionnaires for promotion validation and in recruiting. Over a hundred Personality Assessments and debriefing were administered/conducted during the whole year covering over 10 Zamil Group Managed Subsidiaries.



CAREERS @ ZAMIL

Zamil Group Careers (<http://careers.zamil.com/>) or the Corporate CV Database is a resource for Zamil Group and its Managed Subsidiaries to access a large number of potential applicants in search for employment or new career opportunities within the Group. Zamil Group Careers is designed to position Zamil Group as the Employer of choice in the local, regional and global market for talent.

CV Database Count:
2018 Registration: 5,780
Year to Date CV Count: 83,232



Social Media Platforms

Zamil Group utilizes social media platforms to target applicants for recruitment, build a strong employer brand, and communicating HR and its ongoing initiatives. The platforms have helped us build a stronger social media presence, and increase our visibility. Group HR is looking ahead into the future by learning, developing new skills and communicating as an integral part of Core HR.



Social Media Followings:



LinkedIn
18,376



Facebook Pages: 18,086

- Zamil Group Holding Company: 9,622
- Zamil Group Managed Subsidiary: 4,157
- Zamil Leadership Development Center: 4,307

WADAEF JOB FAIR 2018

Group HR participated in the Wadaef Job Fair on 15-18 October 2018. The event was organized by the Asharqia Chamber and was held at the Dhahran International Exhibition Centre, Al Rakkah, Saudi Arabia.

According to Ms. Basmah S. Al Zamil, General Manager, HR. "Zamil Group's participation in the Wadaef Job Fair is an opportunity for the job seekers and recent graduates to compete with each other in order for the participating companies to choose the best out of these groups of people." She further noted that "The Job Fair will also provide job seekers with a chance to adopt a career that meets their ambitions, capabilities and interests."

Another reason for the Group HR's participation at the Wadaef Job Fair is leverage our employer branding as well as renew and reinvigorate our commitment to Saudization.



UNIFIED EMPLOYMENT CONTRACT

Group HR in coordination with the Legal Affairs has reviewed and updated the employment agreement based on the existing Saudi Labor laws and current employment trends. Group HR distributed the revised employment contract to all Local HR/ Admin of the Zamil Group Managed Subsidiary Companies with the aim of having a Group-wide unified employment contract.



Saudi National Day

Group HR organized the 88th Saudi National Day celebration at the Zamil House building for Zamil House-based employees on 25 September 2019. Saudi Nationals wearing traditional clothing greeted Zamil Group employees with Arabic Coffee (Gah-wa) upon entering Zamil House premises. Zamil House played National emblems and Patriotic Songs throughout the day.



Group HR and Company Heads Meetings

In order to communicate the recent changes in Group HR's mandate as well as finding out the human capital challenges the Zamil Group Managed Subsidiary Companies faces, Group HR at the Holding Company organized series of meetings with Company heads between the months of October and November 2019. Ms. Basmah S. Al Zamil, General Manager, Group HR and Mr. Firas M. Al Kuwaity, Corporate HR Manager met with Mr. Tariq Al Tawayan of ProMech, Mr. Osama Salah of Zamil Group Trade & Services, Mr. Charles Couteau of Zamil Architectural Industries, and Mr. Ayman Khalil of Zamil Ladder Factory Company. The meetings took place in their respective companies. Also discusses during the meetings were the Human Capital support that Group HR could extend to the Zamil Group Managed Subsidiary Companies.



PR◉MECH
Professional Mechanical Repair Services Co. Ltd

Zamil 
Trade & Services

Zamil 
Architectural Industries

Zamil 
Ladders

EXECUTIVE BOOK SUMMARY

The Executive Book Summary Series was launched in 2013 and since then it has been shared with all the department heads across Zamil Group Companies every other month. The book summaries are Group HR initiative to keep you updated with current thinking on various aspects of management, leadership and various business topics as they are tackled in books that have either been recently published or those that are considered as 'business classics'. The Executive Book Summary gives key insights from top business authors by summarizing their books into 8-pages text/20-minute audio summaries



108

Book
Summaries.



24

Book
Summaries.





The Icarus
Deception



Quiet
Influence



Building a
StoryBrand



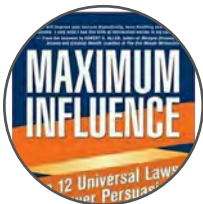
Innovation by
Design



Leadership
from the
Inside Out



The Star
Factor



Maximum Influence



Managing Up



The Age of
Agile



The Power of
Community



Impromptu



Brave
Leadership



Fusion



Powered by Storytelling



The Power of Presence



Next Is Now



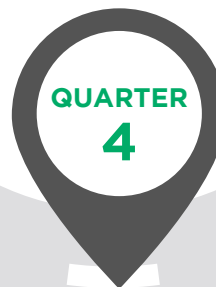
Detonate



The Cultural Intelligence Difference



Unsafe Thinking



You Are a Mogul



The Expertise Economy



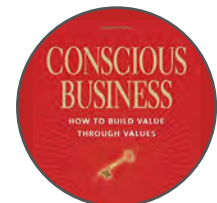
Costovation



Business Chemistry



Switchers



Conscious

COMMUNICATING OUR CORE VALUES

Our Core Values are important; they define our culture and purpose as an organization. In 2018, Group HR released Zamil Group Core Values communication materials for over 24 weeks to Zamil Group Holding, Zamil Group Real Estate, and Zamil Group Investments.



WORKPLACE/HOUSEKEEPING AUDIT

Group HR believes that an organized, clean working environment leads to effective levels of safety, productivity and quality. Just as financial audits are done on a regular basis, Group HR is certain that instituting regular audits of Zamil Group's housekeeping policies and procedures will prove itself to be useful.

The first workplace/housekeeping Audit was conducted on 26 November 2018 at the Zamil Offshore Services Company (Head Office). The next Zamil Group Managed Subsidiary Company will be scheduled on the Q1 of 2019.

The final report which will bear audit recommendation will be released by Group HR and will be implemented by respective Zamil Group Managed Subsidiary. Group HR is positive that the audit results be reflected in the company's safety record, employee satisfaction and, customer/client recognition.



EMPLOYEE ENGAGEMENT

Group HR launched the twelve Employee Engagement Themes for the Business Year, 2018.



Health and Fitness



Purpose and Direction



Giving Back



Stand-up Meetings



Ramadan



Commitment to Quality of Work



Corporate Culture Building



Teamwork and Excellence



Give and Receive Feedback



Breast Cancer Awareness



Employee Involvement and Communications



Employee Motivation



Health and Fitness

For this theme, Group HR tied up with fitness centers, dental and skin clinics, and diet centers so that the employees who want to lead a healthier and balanced life will be entitled to discounts. Below is the list of the establishments we tied up to.



Carlton Nutrition



Central Care Clinic



FitnessTime



NuYu Fitness Center



Purpose and Direction

For this theme, Corporate HR did KPI setting with managers and raters for Zamil Group Holding Company, Zamil Group Real Estate, and Zamil Group Investment Company. The Group HR Team also conducted Job Description Review and Evaluation.



Giving Back

On the 14th of May 2018, Corporate HR in coordination with the Ministry of Health – Dammam Blood Bank conducted the Annual Blood Donation Campaign. Over seventy (70) donors showed up to donate their blood.

On the 20th of March 2018, Group HR in coordination with the Corporate Social Responsibility function held an exhibition at the Zamil Leadership Development Center dedicated for the goods and products created by some of the distinctive producing families and women entrepreneurs sponsored by the Zamil Group Social Responsibilities Program in 2017.



Stand-up Meetings

Stand-up Meetings were conducted for Zamil Group Corporate Center, Zamil Group Real Estate and Zamil Group Investments. Over 50 Zamil House-based employees participated in the program which took place on 10th and 11th of May 2018.





Ramadan

On 31 May 2018 Corporate HR organized the Ramadan Iftar Party for Zamil Group Corporate Center, Zamil Group Real Estate and Zamil Group Investments at the Habitat Hotel, Al Khobar, Saudi Arabia. Over One Hundred Twenty (120) employees including 10 orphans were invited in the event.



Corporate Culture Building

- Core Values Sessions for Zamil Group Real Estate Company
- Customer Service Workshop for Zamil Group Real Estate Company
- Core Values Survey



Teamwork and Excellence

- Training Session 'Building High Performance Teams'



Give and Receive Feedback

- Shukran Program
- Employee Engagement Survey
- Administrative Services Survey





Breast Cancer Awareness

An awareness campaign within Zamil House was organized. On 29 October 2018 Corporate HR in Coordination with the Elite Clinic conducted the Annual Flu Vaccination Campaign. Over 90 employees from Zamil Group Holding Company, Zamil Group Real Estate Company, and Zamil Group Investment Company received the vaccination.



Employee Motivation

We implemented Reward & Recognition in: Zamil Food Industries, Zamil Plastic Industries, Zamil Operations and Maintenance and Zamil Architectural Industries.



AI Wafa Employee Recognition Program

A recognition program was scheduled on 20 December 2018. The program recognized 48 Employees from Zamil Group Holding Company, Zamil Group Real Estate Company, Zamil Group Investment Company, and Onaizah Development Company.



The HR Year-end Report for 2018 is published and moderated by Group HR Team.
You may forward your comments and suggestion to:

Email: Corporate-HR@zamil.com



Career Page:

Zamil Group Careers: <http://careers.zamil.com/>

Social Media



Facebook

Zamil Group Holding Company: <https://www.facebook.com/ZamilGroupHoldingCo/>

Zamil Group Managed Subsidiaries: [https://www.facebook.com ZamilGroupManagedSubsidiaries/](https://www.facebook.com/ZamilGroupManagedSubsidiaries/)



LinkedIn

<https://www.linkedin.com/company/zamil-group-holding-company/>



Twitter

@zamilHR



Group Human Resources
Zamil Group Holding Company



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