

SOCIAL

Supporting our People

The health and wellbeing of our people has long been one of Mobily's foremost priorities. This responsibility to our people was of particular significance during 2020, given the effects of the COVID-19 pandemic on communities where we live and work across Saudi Arabia.

In responding to the difficult market conditions brought about by the COVID-19 pandemic, Mobily chose to adopt an approach focusing first and foremost on the health of our employees, while also supporting them to maintain operational productivity and launching a range of cost optimization initiatives. Collectively, these measures ensured minimal impact on our people and operations, as well as preserving Mobily's financial performance for the year.

We proved to be highly resilient in managing our workforce and meeting operational challenges in this changing landscape, running all systems entirely remotely, implementing an advanced level of automation, and successfully transitioning our employees to home working.

Mobily's new Corporate Citizenship Department immediately developed an engagement plan to maintain an open dialogue with employees while working remotely. Executed throughout the year, its related initiatives resulted in a 31% increase in Mobily's Employer Brand Rate.

Whilst working from home, the health of our employees across the Company was a major priority for Mobily. We therefore sought to provide full support to safeguard both their physical and mental wellbeing, and that of their families, during this period of unprecedented stress.

We launched multiple programs to assist our employees in any way necessary while maintaining a certain degree of normalcy. These included e-learning programs for leadership or technical training and professional development; online fitness classes designed to encourage family participation; and mind, body and soul sessions to help employees manage stress and anxiety.

Human Resource Initiatives and Achievements in 2020

2020 saw the completion of various Human Resource projects designed to improve our services and efficiency. These included the reissue of all of our HR policies and procedures to ensure they are up to date and define a single source for all policies, procedures and processes for easy access by all our employees, as well as the complete restructuring of our workforce and the introduction of a new, revamped Performance Management System.

We also re-focused our attention on providing outstanding learning and development support to our people, addressing the newfound synergies driven by the repositioning of functions, and the new activities and growth of existing activities that required targeted upskilling and capability building.

In addition, in line with the Board and Management's direction, a workforce analysis exercise was performed to ensure Mobily's workforce requirements are being met across all areas of growth and need, as the business continuously adapts to become a more agile, efficient and effective organization.

Furthermore, reflecting our dedication to maintaining the highest standards of workplace health and safety, our facilities and administration department received ISO 45001:2018 certification in 2020.

Driving Strategic Progress through Human Resources

In order to successfully execute Mobily's GAIN strategy, the Human Capital arena must contribute to all the strategic focus areas

HC contribution to GAIN focus areas



SOCIAL

Supporting our People (continued)

Listening to our People

We gather extensive feedback from our workforce throughout the year to determine their engagement and the success of our various HR programs. This process is instrumental in providing insights into the most pressing needs of Mobily employees. It sheds light on areas of positive progress and areas where there is room for improvement. The results of our annual global employee engagement survey this year yielded a strong overall score of 89%.

We also convened a number of employee focus groups throughout the year, which complemented one-to-one conversations with employees and leaders within Mobily, to gain further insights regarding potential improvements in all areas.

Furthermore, we established a new Corporate Culture email contact platform to receive feedback, suggestions and questions from employees. Based on the feedback received via these various channels, we aim to enhance and improve our overarching employee value proposition.



Meaningful Work

Hands-on Management

Productive Environment

Growth Opportunity

Trust in Leadership

Health and Wellbeing

Autonomy	Clear goal setting	Flexible work environment	Facilitated talent mobility	Mission and purpose	Safety and security
Selection to fit	Coaching and feedback	Recognition rich culture	Career growth in many paths	Investment in people, trust	Fitness and health
Small teams	Leadership development	Open flexible work spaces	Self and formal development	Transparency and communication	Financial wellbeing
Time for slack	Modern performance management	Inclusive, diverse culture	High impact learning culture	Inspiration	Psychological wellness and support

Sound Strategy and Values

As of end-2020, Mobily employed 4,306 people and we have achieved an overall Saudization rate of 84%, an increase on 2019 that demonstrates our commitment to the goals of Saudi Vision 2030 for increased engagement of Saudi nationals in the Kingdom's workforce.

Our commitment remains to ensure the wellbeing of our people and to provide them with a safe and secure working environment. This is also reflected in the strength of our Passionate, Caring, Agile and Progressive core values.

Mobily's new GAIN strategy, which complements our strong corporate values, fostered a deep sense of accountability, loyalty and responsibility among our people in their day-to-day business activities throughout the crisis. This resilience was supported by an astute business continuity plan, and a culture of continuous learning that was maintained via multiple new channels and platforms.



AGILE

We are open, flexible, and make every second count.



COURAGEOUS

We are brave enough to take bold steps and determined to see them through.



CLEAR

We keep things black and white.



CARING

We treat you as an individual and value diversity in thought and perspective.

Continuing to Prioritize our People in 2021

In the coming year, Mobily will continue to prioritize the health and safety of our people, ensuring their physical, mental and emotional wellbeing, as the COVID-19 pandemic continues to disrupt our daily lives.

To enhance our performance in 2021, we intend to finalize our restructuring activities and initiate a new holistic HR automation plan to maximize the efficiency of our HR processes. We will also activate the role of Mobily's employees in building and designing an action plan based on the results and feedback from the global employee engagement survey conducted in 2020.

We also intend to establish a Change Agents Network to help to facilitate organization-wide change initiatives and support the execution of our employee engagement survey action plan for each unit; launch an employee value proposition initiative that aligns with our GAIN corporate strategy and lays out our commitments towards all our employees to support the attraction, retention and engagement of our talent; and enhance our Mobily Alumni Club to elevate our employee experience journey, so that it begins before their joining date and doesn't end when they leave the organization.