



Team SAL

At SAL, our people are the cornerstone of our success. Our human capital strategy is designed not only to support our ambitious growth plans but also to foster excellence, diversification, and innovation across the organization.

Over the past three years, we have advanced our Human Capital Transformation Journey, stabilizing our infrastructure in 2022 and optimizing productivity in 2023. In 2024, we developed and implemented comprehensive human capital strategies to foster a high-performance culture, enhance talent retention, and drive long-term workforce development. Looking ahead to 2025, we remain committed to attracting, developing, engaging, and retaining top talent through continuous development and achieving excellence.

Key Achievements

- Developed comprehensive Human Capital policies and process maps aligned with best practices, laws, and business needs, focusing on engagement, equality, work-life balance, and career growth.
- Increased e-learning opportunities through E-XPAND platform, fostering a culture of continuous learning and upskilling to enhance workforce agility and future readiness.
- Expanded our talent pipeline through Towsal Graduates Development Program, shaping future leaders.
- Designed and implemented a structured training program that enhanced employee skill development such as the Management Accelerate Program for Duty Managers.
- Launched a Female Empowerment Program that aimed to empower our female employees through targeted training, skill development, and a structured support framework, promoting gender diversity and inclusion.
- Conducted engagement and well-being initiatives to align with corporate values, fostering a positive workplace culture and enhancing employee satisfaction.
- Rewarded +300 employees who spent a particular number of years within SAL for their service and loyalty.
- Conducted a Culture Alignment program and assessed SAL current culture, providing valuable insights and strengthen alignment with corporate values.
- Recognized as a “Top Employer” for Three consecutive years and won Two Management Excellence Awards, Employee Engagement of the Year and Health and Wellness Initiative of the Year.



Attracting Top Talent



- SAL full time employees' number is **940** in 2024 reflecting strategic growth and improved talent acquisition.
- **Female representation** (with the exception of those at security and Stations) increased from 22.8% to **23.9%**, aligning with our agenda for inclusion and diversification.
- Achieved a high **Saudization rate of 94.6%**, demonstrating a strong commitment to national workforce development and a dedication to fostering Saudi talent within the logistics industry while strategically integrating international expertise in specialized roles.
- **Internal hiring rate** increased from 35.5% to **41.5%**, reinforcing our commitment to providing equal opportunities internally and prioritizing employees' career advancement.

SAL has been recognized as a "2024 Top Employer" for the third consecutive year, ranking 3rd among 24 companies and 1st among local organizations. This accolade underscores our strong employer brand and ability to attract top talent.

We prioritize career progression through an internal hiring policy and job posting platform that ensures equal opportunities and provides career growth opportunities for our employees. Our optimized hiring process, integrating virtual CVs, leverages advanced technology to enhance efficiency, accelerate talent acquisition, and ensure a seamless candidate experience. This innovation has significantly reduced time-to-hire, improved candidate matching, and strengthened our ability to attract top-tier talent.

Enhancements to the SAL Careers website have further improved the candidate experience and increased the application rate. Our Graduate Development Program, Towsal, continues to expand our talent pipeline by recruiting from leading universities and preparing future leaders through a rigorous selection process.

We strengthened employer branding through targeted social media campaigns and robust employee advocacy programs, resulting in a 22% increase in application rates and a significant improvement in offer acceptance rates, enhancing our ability to attract and retain top talent.

Our commitment to excellence has also earned us two Management Excellence Awards for Employee Engagement of the Year and Health and Wellness Initiative of the Year.

Developing The Team



- Achieved a **97% compliance and certification rate** in industrial training.
- **E-learning** utilization increased from 49% to **79%**.
- Participation in **professional training** increased from 31% to **41%**.

We are committed to fostering growth and building future leaders through comprehensive development programs and industry certifications.

Our Succession Planning Framework ensures leadership continuity and career advancement by focusing on the potential successors' development. Designed and implemented a Management Accelerate Program aims to build highly skilled and adaptable Duty Managers in the stations, enhancing operational excellence and leadership capabilities across station operations, graduated in December 2024. Through E-XPAND, we provided e-learning opportunities to cultivate a culture of continuous skill development, enhance knowledge retention, and accelerate career progression.

Besides, we are committed to developing future-ready talents through comprehensive Cross-Functional Training that equips our employees with diverse and in-demand skill sets. From Project Management and Business Communication to Financial Reporting, Customer Service, Data Analytics and Decision-Making, our programs ensure employees gain the agility and expertise to excel in a dynamic business landscape. To cultivate the next generation of leaders, we invest in Leadership & Soft Skills Development, delivering targeted programs that sharpen strategic thinking, executive presence, and high-stakes decision-making. Whether nurturing emerging talent or strengthening seasoned leaders, we empower individuals to drive impact at all levels.

We also, provided Technical Training tailored to industry-specific needs, covering Governance & Compliance, IT Upskilling, Supply Chain Optimization, and AI & Automation to enhance operational efficiency and digital transformation. Beyond that, we established a self-sustaining, revenue-generating training academy through strategic growth, and resource optimization. And we have strengthened our position as a premier training provider by achieving GACA certification across all 12 dangerous goods categories and IATA CBTA Center certification for compliance with the training requirements, and to offer solutions and consultancy externally. As part of our commitment to operational excellence, we conducted a field training tour to evaluate the effectiveness of training programs for employees in Hazardous and Radioactive Materials Handling and Acceptance.

Retaining Our Talent



- Retained **95.2% of top-tier talent**, reinforcing a strong, high-performance workforce.
- Reduced voluntary turnover rate from 6.8% to **6.4%**, indicating improved employee retention.
- **Overall Turnover** decreased from 7.8% to **7.1%**, outperforming the market benchmark of **12%**, reinforcing engagement initiatives.

We have comprehensive Human Capital policies and process maps aligned with best practices, laws, and business needs, focusing on engagement, equality, work-life balance, and career growth. Also, we enhanced our reward strategy with a new salary scale and additional allowances for education, relocation, and business travel.

Building on this, we celebrated the loyalty of over 300 long-serving employees reinforcing a culture of loyalty, engagement, and long-term commitment. Leadership connectivity was further enhanced through exclusive CEO Brunches with high-potential employees, fostering meaningful dialogue and mentorship.

Simultaneously, our Female Empowerment Program delivered specialized training initiatives, equipping participants with the skills and opportunities to thrive in leadership roles. Additionally, we implemented a Leadership Playbook as a key enabler of organizational transformation, equipping leaders with the strategic insights and tools needed to drive alignment, inspire teams, and accelerate business performance in the new structure.

Fostering Continuous Engagement



- Employee engagement score improved from 3.77 to **3.87**.
- Competitive culture score maintained at **49**, closely aligned with the industry average of 50.
- Reached a satisfaction pulse survey score of **87%**, reflecting our commitment to enhance the employees' experience and the effectiveness of the Human Capital initiatives.

We are dedicated to creating an engaging and inclusive workplace culture that values employee contributions and fosters a sense of belonging. Through our Culture Alignment Program, we gained insights from surveys, interviews, focus groups, and workshops, with 96% employee participation rate. This program aims at assessing SAL current culture, providing valuable insights and strengthening alignment with corporate values.

We prioritize the well-being and engagement of our employees by fostering a supportive and digitally advanced workplace. With 96% of workplace Human Capital processes digitalized, including automated employee recognition and Learning Management System enhancements, we have streamlined operations to improve employee experience.

Health and wellness remain a core focus, with on-site flu vaccination campaigns and Influenza Vaccination Programs promoting physical well-being, alongside mental health awareness initiatives such as World Mental Health Day activation. Our Breast Cancer and Prostate Cancer Awareness campaigns emphasize early prevention, while the "Today is Our Day" campaign boosted employee morale by celebrating Saudi Arabia's hosting of the FIFA World Cup 2034, reinforcing a sense of pride and unity across our workforce. Also, team engagement was promoted through activities like the Let's Padel Tournament and SAL Family Gatherings, encouraging collaboration and recognition.

These initiatives and KPI's highlight our progress in building a highly skilled, engaged, and diverse workforce; the key to achieving our strategic goals. Our efforts continue to focus on attracting, developing, and retaining top talent while fostering an inclusive and engaging workplace culture.