

Employees and Corporate Culture

Human Capital Strategy

First Milling Company's human resources strategy is founded upon developing human resources capabilities, supporting and empowering local efficiencies, and fostering their growth in alignment with the objectives of the Kingdom's Vision 2030 and the requirements of Saudization resolutions issued by the Ministry of Human Resources and Social Development (HRSD).

The main responsibilities of the Company's Human Capital Sector include developing and implementing strategies focused on talent acquisition, providing integrated onboarding programs, performance management, offering support and assistance, and facilitating training and development.

In 2024G, the management of the Human Capital Sector has developed numerous policies and procedures. Key among these were:

- Organizational Culture Manual:**  
This comprehensive manual, disseminated to all Company employees and supported by dedicated awareness sessions, outlines the Company's core values and associated behaviors. It serves to enable employees to embody these corporate values in alignment with the Company's strategy.
- Employee Rewards and Recognition Program Manual:**  
This program, offered company-wide, encompasses a range of rewards across all departments. These rewards include financial rewards for delivering rapid value-added contributions to the Company and recognition of employee loyalty. The overarching objective is to motivate and reward employees in accordance with the Company's established Employee Rewards and Recognition Policy.
- Employee Assistance Program (EAP) Manual:**  
This program, delivered by licensed professionals, offers multifaceted support to employees on both personal and professional levels. It further enables these specialists to refer employees to appropriate experts through avenues such as coaching, career counseling, smoking cessation programs, managing anxiety and depression, financial planning, and retirement planning.
- Group Life Insurance Manual:**  
This insurance plan, provided by the Company, is designed to support the families of employees in the unfortunate events of death or total or partial disability (God forbid). Benefits are disbursed as a financial sum, the amount of which is specified within the internally circulated policy.
- Employee Code of Conduct Manual:**  
This Code of Conduct serves as an ethical framework for professional practice and is readily available to all Company personnel in several forms, including continuous training and awareness programs through explanations provided in several languages.

1. **Developing Recruitment and Talent Acquisition Strategies**
2. **Skills Development and Training to Support Targeted Growth Plan**
3. **Developing Leadership Competencies to Support Strategic Growth**
4. **Upskilling Operational Teams to Increase Production Efficiency**
5. **Launching Employee Performance Appraisal Programs**
6. **Enhancing Employee Satisfaction and Organizational Commitment**
7. **Talent Management and Succession Planning**
8. **Fostering an Inclusive and Sustainable Work Environment**
9. **Implementing Advanced Technology Solutions (SAP Success Factors)**
10. **Launching Corporate Culture Projects**

Human Capital Sector's Objectives for 2025



Human Capital Sector Awards Received in 2024

 <p><b>Best Places to Work Award</b> 2024 Saudi Arabia and the Middle East</p>	 <p><b>The Corporate Social Responsibility Award</b> Bronze Category from HRSD</p>
 <p><b>ISO 30408:2016 Certification</b> For Human Resources Governance</p>	 <p><b>ISO 10015:2019 Certification</b> in Competency Management and People Development</p>



Employee Headcount in the Company (2023 and 2024)

Description	2023			2024		
	Saudi Employees	Non-Saudi Employees	Total	Saudi Employees	Non-Saudi Employees	Total
Total in Company's Head Office	50	25	75	49	19	68
Jeddah Plant	61	208	269	62	164	226
Al-Qassim Plant	46	101	147	44	73	117
Tabuk Plant	30	82	112	30	59	89
Al-Hasa Plant	35	87	122	34	67	101
Total in Company's Plants	172	478	650	170	363	533
Overall Total	222	503	725	219	382	601

Gender Ratio of Employees at the end of 2024

Year	Male Ratio	Female Ratio
2024	96.83 %	3.17 %

Saudization

First Milling Company is dedicated to the Saudization initiatives established by HRSD. The company has developed a Saudization strategy aimed at supporting and empowering Saudi talent within the food and feed industries. To achieve this, several initiatives have been launched to provide job opportunities for Saudi nationals, create specialized training programs, and enhance the work environment. Additionally, partnerships have been formed with government and educational institutions to promote collaboration and nurture national skills in the food sector. The company also partners with HRSD through programs like "Tamheer"

and various HRSD platforms, including the "Doroob" platform, among others. This collaboration enables the execution of training programs designed to enhance employee skills and promote Saudization rates. As of 31st December 2024G, the Saudi employee headcount at the Company has reached 219, with a Saudization rate of 39.5%.

Location / Classification	2023		2024	
	Nitaqat Category	Percentage	Nitaqat Category	Percentage
Company Head Office	Platinum	44 %	Platinum	42 %
Company's Plants	Low Green	35 %	High Green	37 %
Average Saudization Percentage	High Green	39 %	High Green	39.5 %

Additionally, the Company has set internal objectives for the Saudization of certain administrative positions to achieve a balance in the Saudization of different job levels. In order to achieve such initiatives, First Milling Company has targeted many universities and technical colleges in the Kingdom's regions with which the Company aims to build strategic relationships and acquire qualified graduates and technicians from local universities and technical

colleges through various activities. Such activities include participation in job fairs and career days as well as providing training opportunities for students in the Company's departments and sectors in accordance with the agreements concluded in order to foster their knowledge, skills, and abilities and help them embark on their career journey.

البيان	2023	2024
	Percentage	Percentage
Key Components of Employee Turnover, Year-to-Date	26.22%	7.24%
Employee Turnover Rate	97.90%	98.03%

The Company's Income from HRSD Saudization Support Program for the years 2022- 2023 - 2024

Total Amount 4,788,943.58 ﷲ





Key Employee Benefits and Incentives



Training & Development

First Milling Company is keen on enhancing employee competency and expanding their professional expertise through comprehensive training programs, encompassing technical, vocational, managerial, cultural, and other essential requirements necessary for business success and development.

The Company also focuses on qualifying its current leadership team through collaboration with leading training institutions and specialized international institutes, so that part of these programs are organized and held within the Kingdom and another part abroad.

In 2024G, First Milling Company provided 28 training courses and programs for its employees. The Company aims to increase the number of training courses and programs next year, with on-the-job training (OJT), at training centers, or online. Trainees receive professional certificates in various fields.

As part of its commitment to nurturing new leadership,

First Milling Company initiated specialized programs in 2024G dedicated to the preparation and development of future leaders. These programs are designed to strengthen leadership competencies and secure the continuity of effective leadership throughout the organization. These programs encompassed the development of managerial and strategic skills for high-potential employees, with a focus on preparing them for future leadership positions. This is part of the Company's commitment to human capital development and achieving sustainable growth and success.

Number of Participants in Training Courses in 2024

Employees	2024
Males	273
Females	33
Total	306

Next are the details for these courses: