

19

Our People



Our People



Major Milestones

5,018

**RESPONDENTS OF THE
EMPLOYEE ENGAGEMENT
SURVEY**

Relaunched the annual group-wide employee engagement survey reaching a total of 5,018 respondents with an 86% response rate. Based on the results and feedback received, Zain will develop a set of initiatives to be implemented during 2023.

Operating in markets with young populations without the right skill sets poses challenges for the company as shifts in mindset and expectations are adding further pressure on talent acquisition. Shifts in priorities include greater emphasis in remuneration over career growth as well as seeking jobs that offer flexible working culture. To address the new changes in mindset, the company is exploring flexible contract-based employment and temporary remote employment allowing for Zain to be more agile in its talent acquisition practices.

Z22

GENERATION Z PROGRAM

The company continued developing its annual Generation Z program, geared towards enhancing the skills of fresh graduates. Rebranded as ZTwentyTwo, the program looks to cultivate internal entrepreneurs and innovators who already possess an entrepreneurial mindset to support Zain's strategy.

Pre-pandemic skills used to rotate among the MNOs as the available opportunities were limited to the sector. However, the acceleration digital transformation has expanded employment opportunities to include other sectors such as banks, government institutions and private enterprises as well. This wider competitive landscape is putting further pressure on Zain. To address this, the company is focusing on the new generation of digital savvy well educated graduates to tap into this talent pool.

318

**ZAIN EMPLOYEES TRAINED
IN SIGN LANGUAGE**

Exceeded its target for sign language training by training 318 sale agents and employees across its footprint.



Employee Breakdown

In 2022 Zain's workforce was stable and no significant changes were observed throughout the year. To proactively support Zain's digital transformation journey, the company placed greater efforts in hiring women in STEM fields to embed digitally savvy talent. Bahrain, Sudan and South Sudan experienced some growth in the employee headcount, needed to respond to market demands and strategic direction.

* New Hire % - Females is calculated by dividing No. of New Hire Females with Total No. of Full Time Employees

* Employee Turnover % - Males is calculated by dividing Employee Turnover - Males with Total No. of Full Time Employees

* Employee Turnover % - Females is calculated by dividing Employee Turnover - Females with Total No. of Full Time Employees

* Return to work rate is defined as employees returning to work after their respective maternity or paternity leave

* Full-time employees do not include 319 employees under Zain's subsidiaries

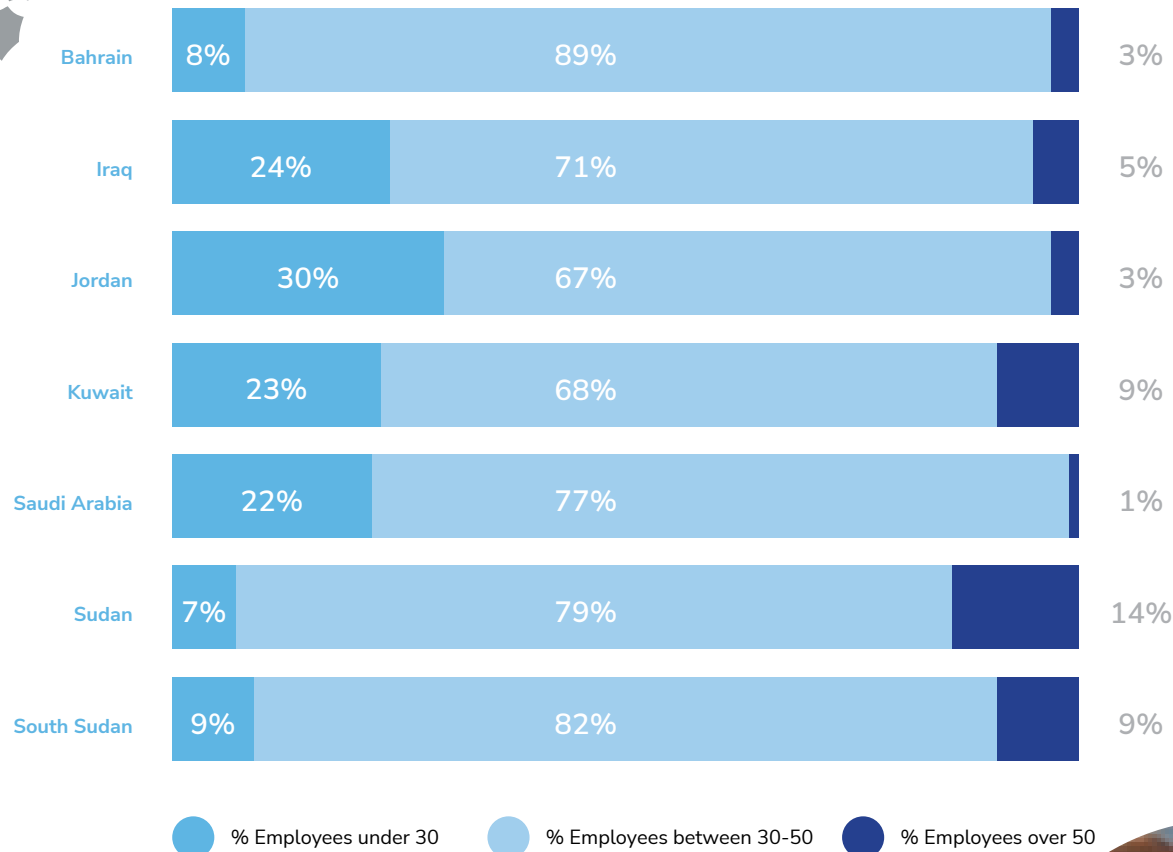
* New Hire % - Males is calculated by dividing No. of New Hire Males with Total No. of Full Time Employees

	BAHRAIN	IRAQ	JORDAN	KUWAIT	SAUDI ARABIA	SUDAN	SOUTH SUDAN	TOTAL AVERAGE
Full-Time Employees	194	1,174	1,335	1,742	1,743	780	122	7,090*
Part-Time and Temporary Employees	171	1,549	388	1	0	1,029	0	3,138
Employees (All Contract Types)	365	2,723	1,723	1,742	1,743	1,809	122	10,227
Full-Time Male Employees	143	845	937	1,461	1,406	429	101	5,322
Full-Time Female Employees	51	329	398	281	337	351	21	1,768
% Of Full-Time Male Employees	74%	72%	70%	84%	81%	55%	83%	74%
% Of Full-Time Female Employees	26%	28%	30%	16%	19%	45%	17%	26%
New Hires - Male Employees	12	91	150	338	216	44	31	882
New Hires % - Males	6%	8%	11%	19%	12%	6%	25%	13%
New Hires - Female Employees	6	74	152	98	152	65	5	552
New Hires % - Females	3%	6%	11%	6%	9%	8%	4%	7%
Total New Hires	18	165	302	436	368	109	36	1,434
Total New Hires - %	9%	14%	23%	25%	21%	14%	30%	19%
Employee Turnover - Males	6	174	198	273	323	37	9	1,016
Employee Turnover - Males %	3%	15%	15%	16%	19%	5%	7%	11%
Employee Turnover - Females	5	95	114	68	84	34	1	401
Employee Turnover - Females %	3%	8%	9%	4%	5%	4%	1%	5%
Total Turnover	8	269	312	341	407	71	10	1,418
Return to Work Rate After Parental Leave - Females	67%	100%	100%	92%	100%	100%	100%	94%
Return to Work Rate After Parental Leave - Males	100%	100%	100%	95%	99%	100%	100%	99%
Retention Rate After Still Working for Zain One Year After Return From Parental Leave - Females	100%	67%	33%	74%	78%	81%	100%	76%
Retention Rate After Still Working For bin One Year After Return From Parental Leave - Males	100%	84%	38%	80%	90%	71%	89%	79%



Employee Age Structure

* Includes only full time employees



Achieving results through Engagement

Employee Engagement Survey

Post-pandemic, Zain relaunched its annual employee engagement survey titled 'I AM ZAIN' to capture critical insights into employee wellbeing and employee outlook with respect to the company's evolution. Maintaining motivation and inspiring our employees to give their best at all times is essential to transition the business and achieve the company's objectives.

The theme for this year's survey stems from Zain's organizational brand values of 'Radiance', 'Belonging', and 'Heart'. By combining these elements, Zain believes the survey aligns aspirations, inspires positive and sustainable change, and helps employees make better decisions.



Internal Innovation

As a component of Zain's Diversity, Equity and Inclusion (DE&I) agenda, the company's internal innovation stream focuses on the following areas:

ZAINIAC

1

Established in 2017, the ZAINIAC platform aims to foster internal ideation and intrapreneurship for all Zain employees to support incubation and development of business ideas through sprints, exchange programs, speaker sessions, and competitions. In 2022, D&I launched the ZAINIAC Innovation Academy. The three-month leadership program is geared to senior leaders to spark creativity and innovation. During 2022, ZAINIAC's progress materialized with:

- **42** directors and senior managers committed to the program
- **Five** teams consisting of eight members working on programs aligned to Zain's 4Sight strategy
- **90%** satisfaction rate based on feedback survey

2

ZAINIAC sprints program established in 2020 with the goal of providing Zain employees access to the latest innovation tools, the art of customer testing, and unlocking new creative ideas. The themes covered:

- Innovation, Infrastructure, Allyship, and Leadership, with a target to train **3,500** employees in 2022. In fact, a total of **3,692** employees ended up being trained during the course of the year.



Developing Our Talent

As part of Zain's 4Sight digital transformation strategy, the company prioritizes the upskilling and reskilling of its employees to drive continuous learning and development. The company developed its 'Workforce of the Future' plan to diversify its talent and embed the required skills of the future. This plan focuses on training employees in the following areas:

Data Analytics

Data Literacy

Digital Enablement

Innovation and Creativity

Leadership

Digital Customer Experiences

The 'Workforce of the Future' plan was initiated in response to addressing the skill mismatch risk prominent in the company's markets. The region continues to face this challenge and is finding it difficult and costly to reskill the population and meet the anticipated demands of a green and digital future. Governments continue to place great importance on the need to reskill the local population through education reform and training.

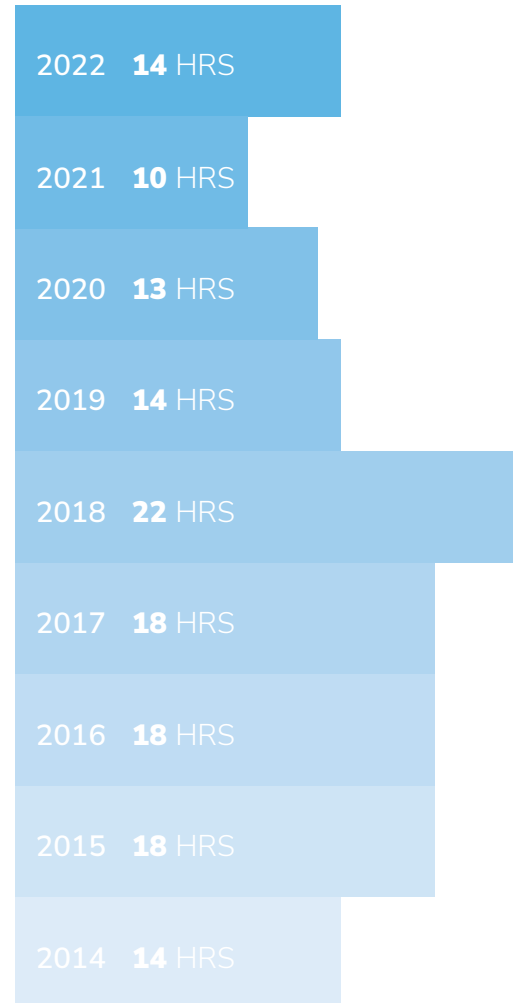
Additionally, the pandemic highlighted the need for digital transformation across all sectors, increasing the demand for specialist skills in the area of digital products and services. According to Outsized, a platform for professional freelancers, independent consultants, skilled contractors and consulting firms, the fastest growing and prominent areas in the region include:

- Payment and card skills due to the rise in e-wallets, payment gateways, and e-commerce
- Digital transformation and market skills such as data science, data analytics, AI, and cyber security skills
- Change management experts, including agile coaches, project, and business analysts

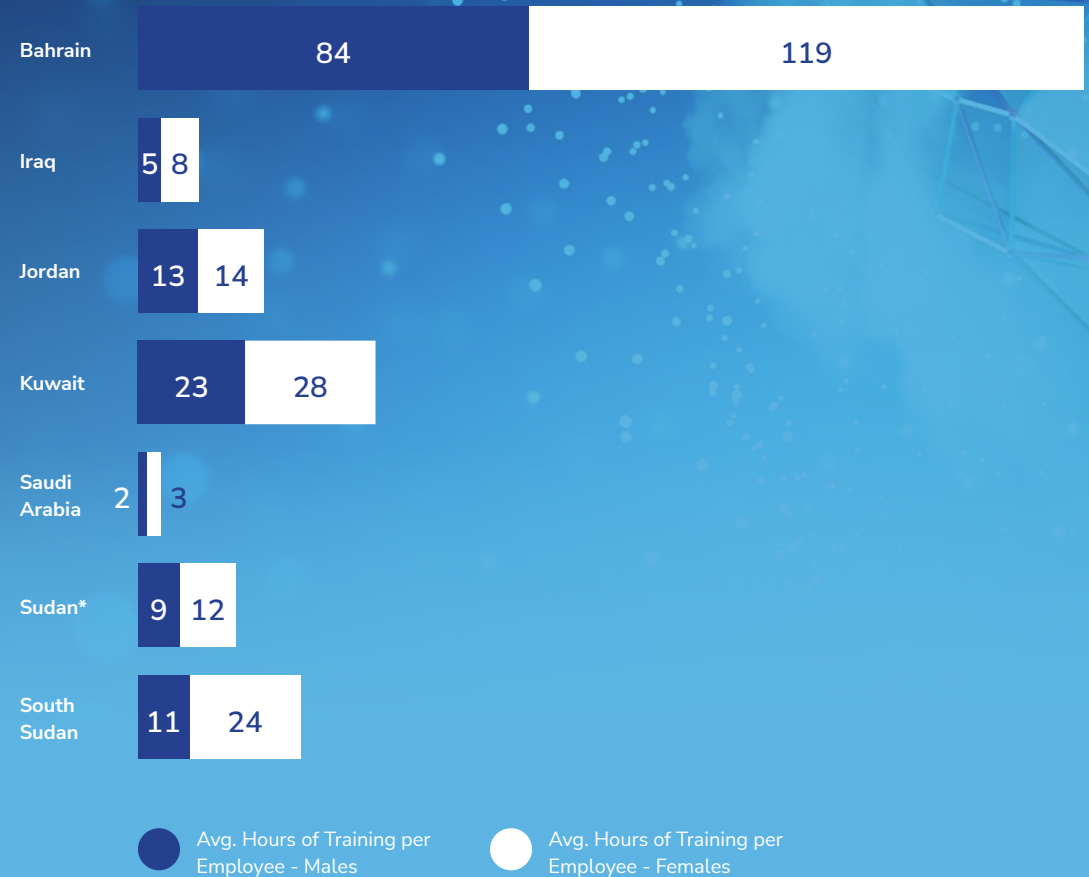
This context provides Zain the opportunity to accelerate the skills needed to execute the company's strategy but to also address the needs of the communities it serves. In 2022, Zain leveraged online training platforms that focus on evolving technology-based skills. In countries such as Iraq and Sudan that exhibit higher than usual sociopolitical risk, it was a challenge to conduct in-person training sessions with external experts, therefore online courses were prevalent. However, some of the online training platforms used do not capture the data needed to record the hours of training, and as such, the pertaining data is not included in the below table. Zain continues to work on evolving the platforms used to be able to gather the necessary insights to better manage online training programs.

These online learning platforms have greater focus on workforce of the future skills, such as machine learning, digital marketing, working with big data, and overall elevating digital literacy across Zain's footprint to enable this aspiration. Digital enablement development will build digital capacities within the workforce by bridging the gap between existing and future profiles and competency requirements.

Year-on-year average hours of training per employee



Training and Development*



1. ZY

Established in 2018, Zain Youth (ZY) focuses on providing youth employees with the knowledge and resources to perform their best in the workplace. ZY launched multiple programs to enhance the younger people's skillset, including Reverse Mentoring, Generation Z and CODE 7.

ZY

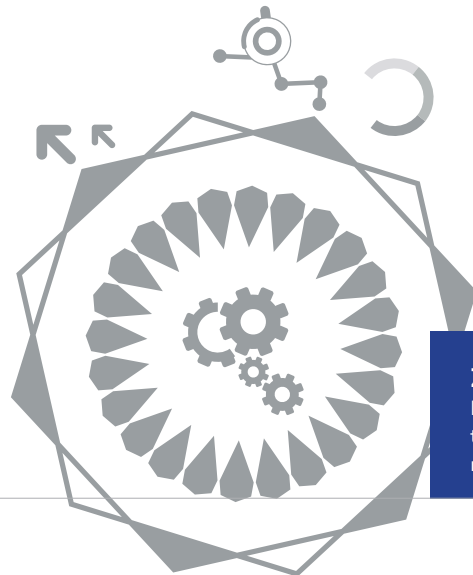
ZY Leadership

ZY Leadership is a year-long program that incorporates four main streams:

1. Achievement of personal objectives: Each ZY member outlined personal objectives by working towards establishing a carefully crafted development plan.
2. Achieved Fundamental Interpersonal Relations Orientation-Behavior (Firo B) goals: Firo B assessment allows individuals to assess workplace interactions.
3. Created a ZY community: 19 members of the ZY Leadership program started a ZY Leader Community that aims to foster collaboration, team building, and cross-country teamwork.
4. Certification: ZY participants were awarded certifications on leadership skills, which helped enhance each member's leadership style and role.

Generation Z

In 2022, Zain reconceptualized its CODE 7 program from the previous year to ZTwentyTwo (Z22) to align with the transformational aspects of the workplace. The progression of the program supports Zain's 4Sight digital transformation strategy and the skills required to achieve the company's goals and objectives. Through this program, Zain aims to build a strong capable team that contributes to the organization's innovation-oriented business units.



ZTwentyTwo

2022 Geared towards cultivating internal entrepreneurs, innovators, and new thinkers who already possess a mindset capable of supporting Zain's strategic goals

CODE 7

2021 Focused on developing digital skills for future data analysts, this cycle addressed topics that included big data, artificial intelligence and sustainable innovation

Generation Z, 2020

This cycle incorporated three themes: corporate culture, leadership styles and future trends

Generation Z, 2019

Enhancing corporate culture and teamwork when managing projects were the main focus of this edition

Generation Z, 2018

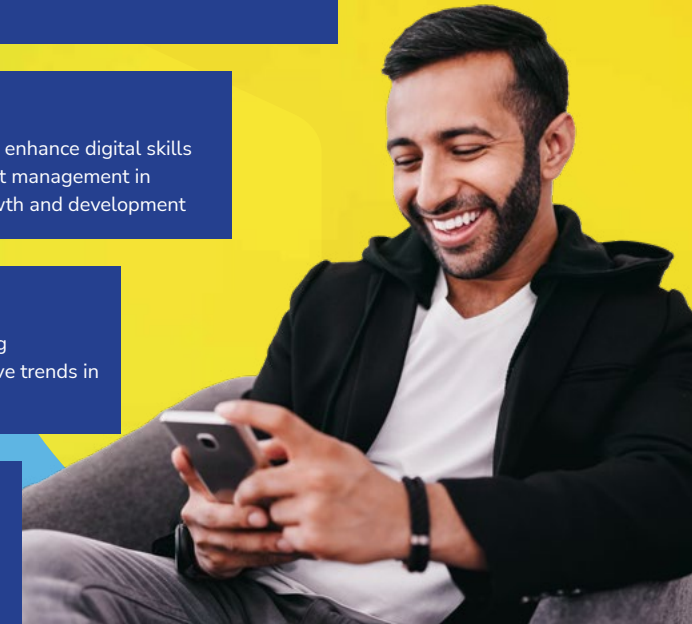
The theme for this cycle was to enhance digital skills such as coding and agile project management in addition to a focus on self-growth and development

Generation Z, 2017

Centered on establishing a business, gaining entrepreneurial skills and studying innovative trends in the market

Zainers 2.0, 2016

Focused on a rotation in different departments throughout Zain Group with a focus on conducting research of various digital verticals



2. Supporting Local Talent

Investing in local talent is crucial to stabilizing the workforce and aligning to governments' labor national policies. Zain places great efforts in developing its local talents as it leads to societal benefits across Zain communities. The company is firmly committed to providing a diverse, inclusive, and equitable workplace, reaffirmed in Zain's Code of Conduct, to provide a workplace free from discrimination of any type, including gender, race, ethnicity, religion, nationality, disability, or age (according to the national labor law).

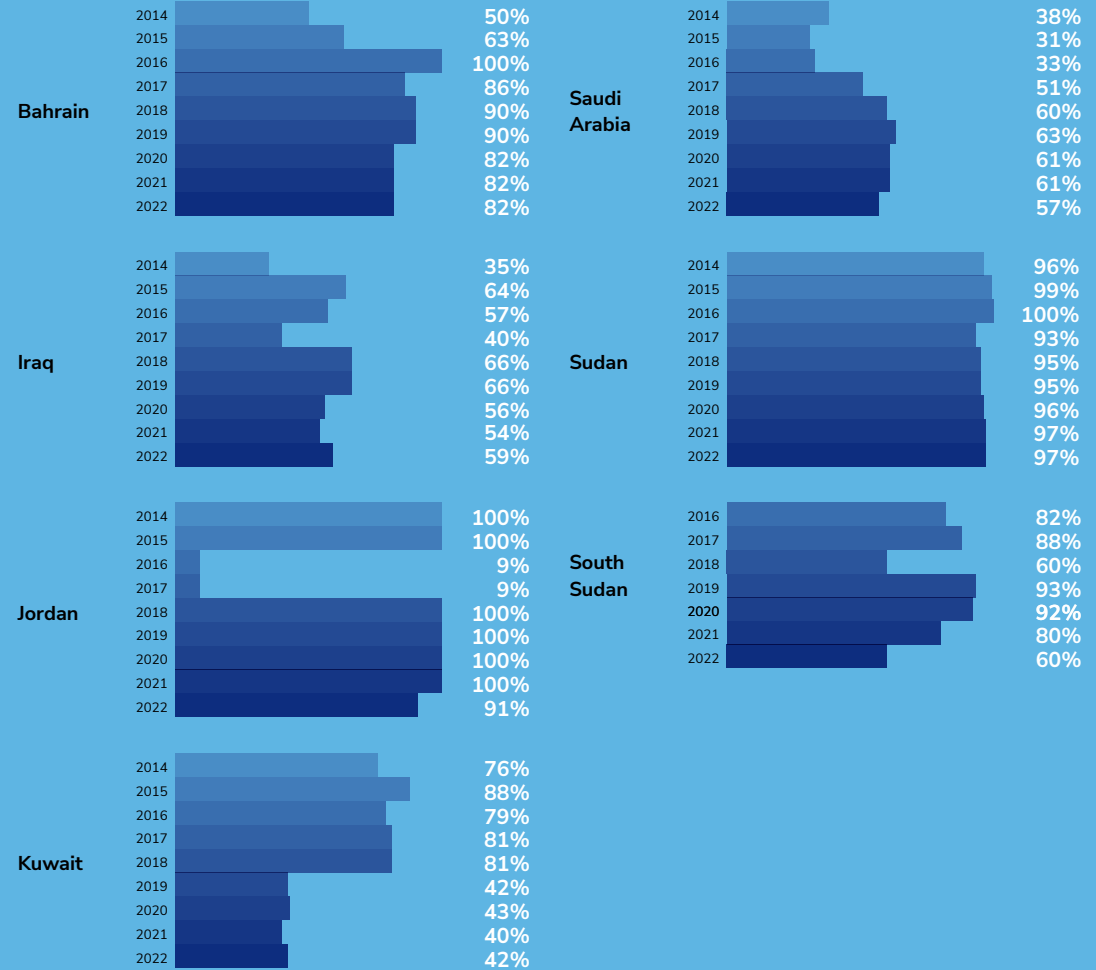
In 2022, the percentage of locals in senior management increased in most of our markets. The following tables demonstrate the year-on-year percentages of senior management (defined as the top two management levels) comprised by locals in each operation.

The table below represents the percentage of total local employees in each of our operating markets:

Percentage of Locals/Foreign Employees

	LOCAL	FOREIGN
Bahrain	87%	13%
Iraq	97%	3%
Jordan	99.6%	0.4%
Kuwait	36%	64%
Saudi Arabia	84%	16%
Sudan	99.9%	0.1%
South Sudan	98%	2%

Supporting Local Human Capital: Percentage of Locals in Senior Management



Note: Senior Management defined as top two management levels (ie. Chiefs and Directors)

Creating a Diverse and Inclusive Culture

WE ABLE

Zain's disability inclusion initiative, WE ABLE, launched in 2019 to embed disability inclusive practices in the company by 2025. The four main targets include:

WE ABLE

1. Increase the employment of people with disabilities across operations
 2. Ensure all training programs provided to employees are disability inclusive
 3. Ensure all Zain operating premises are disability inclusive
 4. Identify and implement assistive technologies that will enable employees with disabilities to perform independently
- With respect to Global Entrepreneurship Week, Zain hosted a Group-wide virtual hackathon that aimed to create assistive technology solutions. The week-long event provided workshops that supported employees to develop a fully-fledged pitch, where the top five teams were given the opportunity to win a share of a KWD 2,250 prize pool.
 - In 2022, Zain has **73** employees with disabilities across its markets. The breakdown is as follows:

The below efforts were conducted throughout the year, aiming to achieve the targets set above:

- Under WE ABLE, Zain continued to provide sale agents and employees with sign language training. The group wide target was to train **150** employees and the company exceeded the target, reaching **318** employees.
- **34** awareness sessions were provided throughout the year, targeting people with disabilities Over **630** attendees participated. The awareness sessions covered topics such as:
 - ✓ Microsoft Digital Accessibility
 - ✓ Global Accessibility Awareness
 - ✓ Sign Language
 - ✓ Interviewing and Sales Skills
 - ✓ Technical Accessibility Session
 - ✓ Disability Etiquette
 - ✓ International Day of People with Disabilities

Total number of employees with disabilities

Zain Bahrain	4
Zain Iraq	18
Zain Jordan	17
Zain Kuwait	6
Zain KSA	21
Zain Sudan	6
Zain South Sudan	1
TOTAL	73

Full-time employees with disabilities

Zain Bahrain	0
Zain Iraq	2
Zain Jordan	6
Zain Kuwait	6
Zain KSA	21
Zain Sudan	6
Zain South Sudan	1
TOTAL	42

Part-time employees with disabilities

Zain Bahrain	4
Zain Iraq	16
Zain Jordan	11
Zain Kuwait	0
Zain KSA	0
Zain Sudan	0
Zain South Sudan	0
TOTAL	31



BE WELL

BE WELL

Launched In 2021, BE WELL is one of the first programs to be offered by a private organization in the MENA region focused on mental health. The initiative seeks to cultivate a holistic approach to D&I by considering the well-being of Zain employees who may have been impacted by the pandemic or other issues.

Through the initiative, a wellness strategy was developed that included creating wellness zones, meditation, speaker sessions, creative mindfulness, policy change, and events. Activities conducted in 2022 included:

- Expansion of established partnership with the Kuwait Counseling Center (KCC) with the aim of assisting and educating employees on de-stressing techniques, mindfulness, and ways to create a calmer, more productive working environment. To date, **178** employees reached out to KCC resulting in **539** sessions conducted.
- 39 awareness sessions on mental health and well-being were provided to employees with over **1,000** attendees attending the sessions.

- To ensure Zain remains inclusive, the company established a new partnership with Tuhoon, the first Arabic self-help application, which offers tools that help maintain mental health, increase productivity, reduce stress, and enhance and empower workplace well-being. Through this partnership, Zain employees receive free access to a variety of content provided via the application including meditation, sleep stories, masterclasses and relaxation tips, and deep focus music. To date, **693** Zain employees have registered for the application.
- Launched **BE WELL Champions**, a three-month long competition that focused on raising awareness of mental wellness in the workplace. The role of the champions is to use their influence at work to inspire others to engage in healthier, more mindful behaviors. The winner of the competition received a week-long trip to a mindfulness retreat. **34** champions were appointed across Zain.

WE

The WE initiative aims to achieve a gender parity target of 25% female representation in leadership roles by 2025 across all Zain markets.

WE

Three focus areas were established under this stream:

1. **Women in STEM:** Aims to increase the number of women working in STEM fields within the organization.
2. **WE Disrupt:** focuses on leave time for caregivers and addresses implicit bias.
3. **Women in Leadership:** Working to achieve the WE Leadership targets through middle management succession planning and promotions.

Number of promotions

Groupwide depiction of total promotions by gender in Q3



Number of Zainers in STEM

Groupwide depiction of total Zainers in STEM divisions by gender in Q3

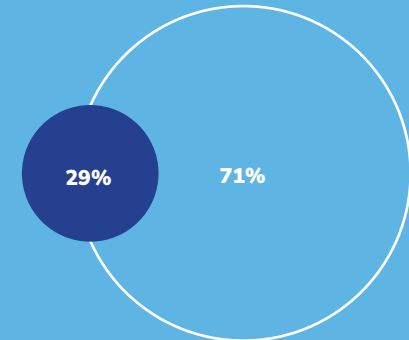


Number of Zainers in Revenue Generating

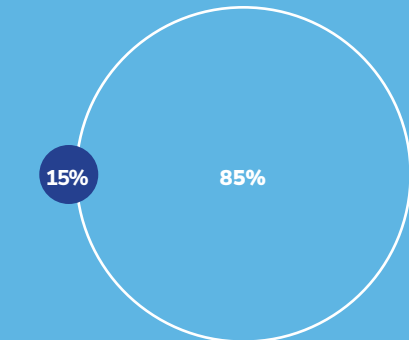
Groupwide depiction of total Zainers in RG divisions by gender in Q3



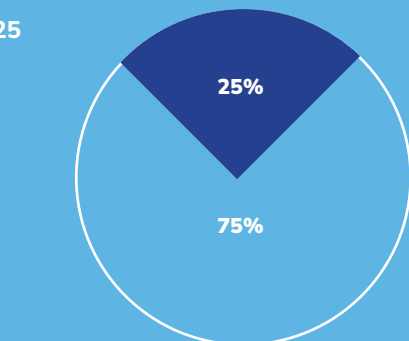
Zain Headcount



Groupwide Leadership



Women Leadership Target by 2025



Gender Pay Gap

The company continues to measure remuneration ratios across its markers based on hierarchy levels. Zain places great emphasis on ensuring that it improves the gap by measuring the ratios on an annual basis.



Average Remuneration Ratio Females to Males by Employee Category

		BAHRAIN	IRAQ	JORDAN	KUWAIT	SAUDI ARABIA	SUDAN	SOUTH SUDAN
Level 1	Executive Management	71%	104%	NA	93%	68%	103%	NA
Level 2	Senior Management	81%	NA	50%	88%	77%	86%	NA
Level 3	Middle Management	88%	126%	85%	102%	91%	93%	69%
Level 4	Team Leaders	NA	91%	70%	91%	93%	95%	80%
Level 5	Professional	NA	81%	91%	NA	91%	NA	95%
Level 6	Team Members	101%	100%	102%	NA	80%	86%	NA