

Our people

Attracting, engaging and developing outstanding talent

This year, the focus has been on empowering our people through tailored development programs that strengthen capabilities and enhance readiness for future requirements, driving automation across our People operations to improve efficiency and quality.

The organizational structure was reshaped to align with the new operating model, enabling greater flexibility and clearer business alignment. In parallel, integration with sister companies was strengthened, facilitating the exchange of capabilities, creating efficiencies, and opening new opportunities for talent mobility.

These efforts reflect a strong conviction that the human capital management goes beyond traditional enablement, serving as a fundamental pillar and an active contributor to sustainable financial performance and the Company's long-term growth.



Emad Faisal AlMutairi

Chief People and Corporate Services Officer

Investing in our people, capabilities, and systems

In 2025, the Company continued to strengthen its institutional foundation through strategic investment in human capital, operational capabilities, and performance-supporting systems for long-term growth. Career development paths were enhanced through skill-building initiatives and leadership programs, alongside the expansion of graduate and co-op programs to prepare a new generation of future talent. Talent mobility across sister companies was further promoted, supporting the exchange of expertise and leveraging opportunities across the Group. In parallel, innovative operating models were implemented to reinforce organizational agility and governance, while workforce allocation and performance management were aligned to boost efficiency and productivity. Ongoing automation efforts contributed to smoother workflows and faster, data-driven decision-making, embedding a culture founded on efficiency, empowerment, and sustainable growth.

A strategic approach to talent

This year marked significant qualitative progress in advancing the People Strategy, through the establishment of a comprehensive talent management and development framework. This underscores a commitment to executing the human capital strategy, fostering future-ready capabilities, and strengthening organizational agility. Our focus on attracting top talent, developing our workforce, and embedding digital efficiency directly supports the LEAP Corporate Strategy, ensuring that human capital remains a core driver of transformation and long-term growth. Through these efforts, our people are better equipped to power the Company's strategic ambitions and deliver sustained impact.

solutions by stc in numbers

Number of employees

1,358

2024: 1,464

7.2% ↓

Number of nations represented

24

2024: 24

Number of Saudi employees

869

2024: 938

74% ↓

Average hours of training per employee

20

2024: 23

13.0% ↓

% female employees

20.8%

2024: 19.3%

1.5% ↑

Number of people of determination

8

2024: 6

33.3% ↑



Our people continued

People Strategy



Building value through our core values

Our culture remains anchored in the core values of Drive, Devotion, and Dynamism, which continue to shape the way we work and define who we are as an Organization. These values are evident in the dedication and mindset our employees bring to their roles every day, reflecting how deeply they are embedded in the Company's identity.

To further reinforce and celebrate this culture, we introduced a Values Competition that recognizes and rewards employees who consistently demonstrate these principles through their actions and contributions. This initiative not only highlights excellence but also strengthens a shared sense of purpose and belonging across the Organization.

Advancing our people strategy in 2025

This year saw continued strong momentum across all 4 pillars of our People Strategy, strengthening our talent pipeline, building future-ready capabilities, enhancing operational efficiency, and deepening strategic enablement across the Organization. Through these efforts, we reinforced our commitment to developing a skilled, agile, and high-performing workforce that supports our ambitions and drives long-term sustainable growth.

Ace the talent market

Building a competitive pipeline of national talent

We strengthened our internship and early-career development efforts in 2025, using Co-op, Summer Training, and Tamheer programs as strategic platforms for attracting and nurturing national talent. A total of 265 trainees joined us through these programs, gaining hands-on experience and exposure to real business environments. This strong participation supports national priorities for youth development and positions us as a leader in integrating internship programs into our workforce strategy while contributing to future talent pipelines.

We also accelerated the AFAQ Internal Mobility Program, which enables talent movement across the Group to enhance collaboration, encourage knowledge transfer, and create meaningful career growth opportunities. With more than 70 internal mobility operations, the Company was able to meet multiple needs across the Organization and its

sister companies. We continue to leverage internal capabilities and optimize workforce deployment, reinforcing our commitment to developing talent from within.

Build a capable future workforce

Developing future leaders and deep technical expertise

We maintained focus on strengthening our long-term capability agenda through our Talent Incubation Program, a 2-year development journey designed for fresh graduates that combines job rotations with structured learning and technical certifications. The latest cohort included 30 participants, and 19 graduates from the 2024 batch successfully completed the program, earning professional certifications in areas such as CCNA, PMP, Data Management, and Business Analysis. This program remains a cornerstone in building a strong pipeline of future-ready professionals equipped with technical, business, and leadership capabilities.

Our flagship initiatives, including the Specialist Development Program, HiPO, and Signature, remained central to our approach and provided employees with structured opportunities to deepen expertise and build leadership and technical capabilities

Alongside these programs, we introduced new learning tracks focused on specialized technologies such as NVIDIA, Fortinet, Huawei, Avaya, and Microsoft to ensure that our workforce remains equipped to support evolving market and customer demands.

To prepare for emerging national opportunities, we launched the Public-Private Partnership Program, which builds capability in areas essential to future growth and aligns our talent with the Kingdom's strategic priorities.

We also introduced a series of Functional Diplomas in HR, Finance, and Legal to enhance professional mastery and strengthen functional excellence across the Organization. Together, these initiatives reinforced our commitment to continuous learning, capability development, and long-term organizational advancement.



Our people continued

Cultivate strategic business enablement

Strengthening leadership, performance, and organizational alignment

We enhanced strategic enablement by equipping line managers with a comprehensive 360° evaluation framework and rolling out an improved mid-year performance review process. This approach fosters mutual feedback between employees and managers, supports stronger collaboration, and reinforces leadership accountability. With 1,290 employees participating, we gained important insights that will inform future leadership development and help build more effective succession planning across the Organization.

In parallel, the organizational structure was refined to align with the new operating model, strengthening agility, accountability, and execution discipline. A more focused, market aligned approach was introduced to enhance scalability and customer centricity, while delivery and execution capabilities were further developed to support growth, improve project outcomes, and respond effectively to evolving business and market demands.

Deliver optimal operational efficiency

Automating processes to enhance speed, accuracy, and employee experience

We made significant progress in operational efficiency by automating governmental and employee medical services through Robotic Process Automation. This initiative created a fully digital, end-to-end process for submission, payment, and receipt, allowing tasks that once required several days to be completed within minutes, with 24/7 availability and no human intervention. The result has been a substantial improvement in service accessibility, employee experience, and operational performance.

We also advanced our recruitment transformation with the launch of a new Applicant Tracking System that digitizes the full hiring lifecycle, from requisition approval and job posting to candidate screening, interview scheduling, and offer issuance. Since its introduction, more than 250 recruitment transactions have been processed through the platform. The system has improved coordination between HR, hiring managers, and business units, provided real-time visibility on recruitment stages, and reduced administrative workload, resulting in a faster and more seamless hiring experience.

Engaging for continuous improvement

Employee Engagement Index 2025 stands at 83.4% reflecting a positive level of engagement. This underscores the resilience of the work environment and the continued presence of factors that support employee satisfaction and commitment. The results also highlight the success of organizational initiatives in maintaining a stable engagement level, while identifying clear opportunities to further enhance the employee experience and support the achievement of medium and long-term strategic objectives.

Looking forward

For 2026, we aim to deepen our focus on people, automation, and the integration of AI into operating models enabling smarter, data-driven decision-making and enhanced workforce productivity. The coming year's priorities also include sustaining and optimizing the newly activated business models, while maintaining and further enhancing development programs to build future-ready capabilities and ensure long-term organizational resilience.

We advanced our People Strategy in 2025 by establishing a comprehensive talent management and development framework, marking significant qualitative progress.

