

ATKearney



هيئة توليد الوظائف
Job Creation Commission



مجموعة الأغر
Al-Aghar Group

دراسة مؤشرات بيئة العمل مع هيئة توليد الوظائف



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Study Background

- Over the past few years the Ministry of Labor has invested in Social and Market research to better understand the Saudi employment market to enable Saudization and the introduction of employment strategies based on knowledge and understanding. With several strategic projects and plans put forward, Saudi Arabia's cabinet has given the go ahead for the Commission for Job Generation and Anti-Unemployment, in a bid to combat rising unemployment among young people. Al-Aghar has been working closely with JCEC by conducting several workshops to help JCEC tackling different barriers of unemployment.

One of the key objectives for JCEC is to evaluate and assess companies' work environments and develop two national indexes for best work environment: one general index and another one dedicated for females. The workshop is a tool to evaluate the index parameters to be used when evaluating companies' work environments.

- AT Kearney was commissioned to work with JCEC in developing a deeper understanding of the work environment in Saudi Arabia and the best methods of measuring that. As a result, AT Kearney has established four key dimensions that directly affect the workplace environment. These dimensions, and the associated indicators, were obtained from benchmark studies carried out around the world and customized to fit the Saudi local market. The dimensions are:
 - Employer and culture
 - Benefits
 - Physical environment
 - Employee satisfaction
- Each of these four dimensions has a set of indicators that been developed to assess and compare performance & the work environment.

Workshop Objectives

Al-Aghar Group conducted two workshops (Riyadh & Jeddah), the key objectives of the workshops are:

- Section 1: Gain general understanding of the work environment in Saudi Arabia.
- Section 2: Identify challenges facing females in the workplace.
- Section 3: Verify and gain feedback on the four dimensions.
- Section 4: Gain feedback, and prioritizing the related indicators.
- Section 5: Identify the best methods for communicating these measurements to the public.

Target participants in the workshops

- 39 Males and 21 Females , employees from different companies and industries (including HR directors, recruitment managers and CEOs) as well as representatives from recruitment agencies, government & non-government agencies , businessmen women , and representatives from companies that do not employ females.
- Total number of attendees for Riyadh workshop is 30 participants (8 females & 22 males)
- Total number of attendees for Jeddah workshop is 30 participants (13 females & 17 males)

Section 1: Gain general understanding of the work environment in Saudi Arabia

General Feedback & Summary

The overall assessment of the work environment has led to very interesting findings.

Focusing on the positives and negatives of the current work environment, we believe if the same questions were asked a few decades ago, most answers would have been mainly about wages and monetary benefits paid to the employees. However, this is very different now. Most participants, if not all, focused on a number of indicators that lead to a positive work environment most of which are non-monetary. If we were to put these indicators under a theme, then we believe this would be "we care as an organization".

They are clear unprompted aspects put into consideration when talking about the "WORK ENVIRONMENT"; this include (not listed in order of importance)

- **Training & Development:** Work environment is a place they get to train and develop, linking directly to their career progression and development. The ideas of real life experience vs. theoretical learning. This indicator becomes important for the both employees and employers in light of the lack of proper preparation at the universities for youth to join the workplace.
- **Demand and Supply:** The link between demand and supply in the Saudi labor is seen to be weak, and there's a lack of coordination between the various government / educational sectors on one hand and the labor market on the other.
- **Work-life balance** and the flexibility of working conditions: This particular not just about having reasonable working hours. It is the opportunity for "employees'" as individual to enjoy work as well as their personal life and fulfilling personal obligation toward family (particularly with female employees).
- The presence of **Saudi leadership** and management in the organization, means more awareness of social norms, culture and understanding of family obligations.
- Organizations, the government and society have not invested in **preparing females and males to work together** in the same workplace. A challenge that led both genders to face legal or social issues in the workplace.
- **Employee and manager relationship:** Lack of clarity of the current labor regulations in particular managing the relation between the employee and his/her line manager seems to be an issue for some participants. They believe that managers always have the upper hand and their decisions are neither challenged nor controlled. Another challenge with the current labor regulations is the difficulty of terminating the employment agreement. For the government sector, there is the believe that later is one of the main reasons for the current set back attitude as both productive and unproductive employees are treated equally.

- **Pay and benefits:** In terms of the enforcement of **minimum wage** for Saudis and the availability of other financial benefits such as home loans. Still, some believe that there is a challenge in the Small & Medium Size companies when it comes to pay level as they are usually below the market and don't provide adequate incentives to the employees.
- **Medical insurance** is one benefit that came across in a number of occasions. Participants believe that organizations should offer more than the bare minimum enforced by the regulator, and that medical coverage should continue after the age of retirement. Some participants also suggested providing medical coverage for parents as a sign of "we care".

All of the above, seems to have one common cause which is lack of awareness of the labor regulations.

- **Cultural differences** between the various regions in Saudi Arabia has been emphasized by number of participants. There is a general agreement that what is acceptable in one region (especially for female employment) might not be in another region. They also recognized that some organizations were successful in accommodating these differences, and in turn this made them attractive employers.

As for **Employees**, from their prospective, participants highlighted the importance of:

- Knowing the organization direction in terms of vision, mission and objectives. With that there seemed to be a perception that Small & Medium Size Organizations (or family business) lack a clear direction and clarity of roles and responsibilities
- Getting a clear understanding of their job and the impact/added value of their contribution
- Communication across the different levels makes them aware of any changes or development within the organization

To summarize these findings, the key **positive attributes** in the Saudi labor market include:

- An increased level of acceptance for female employment.
- Organizations are starting to place more focus on employees' career development and training & development.
- An increased level of flexibility in terms working hours, flexible work, working from home etc.
- Governmental involvement and support in improving the Saudi labor market
- Saudiazation of the labor market.

While key **negatives attributes** that need immediate attention, including:

- For females - the unavailability of convenient transportation methods which limits their flexibility to work.
- Inability of employees to comprehend the new environment that includes females (with a more intense negative element in Riyadh compared with Jeddah) in the work environment – the law that implies the necessity of employing females has been passed prior to educating people on the new structure.
- No existence of laws that support special needs citizens' employment.

Section 2: Identify challenges facing females in the workplace

Overall, female employment is a growing trend, with more opportunities arising with equality payment between both females and males.

Despite the fact that participants were aware of the challenges females face in the work place and acknowledge them, many of them were reluctant to discuss females as a different category of employees. They believe that these issues / challenges are mainly due to the environment (this include the society at large, the organizations and the regulators) readiness to accommodate females. One participant said that we should not be discussing if females presence bring positives or otherwise, as they are half of the society and should be half of the workforce.

The overall presence of females in the workplace is perceived in a very positive way. All believe that females bring with them discipline, competitiveness, balance, organization and respect among workers. They also believe that females are in many aspects more productive and have good attention to details.

Nevertheless, they are key challenges faced by working females, which we list as follows:-

- **Transportation** for female employees still a burning issue, as most available options are either too expensive or not practical, it was suggested that organizations should offer better transportation benefits for female employees, or at least provide a higher transportation allowance to facilitate their working lives.
- **Lack of proper nursery/day care center** for children of female employees.
- **Current regulations** in regards to female employees in the workplace are neither pragmatic nor practical. Among which are the physical setup of the offices and the interaction between females and males employees.
- **Female Presence at Work Place:** A general acceptance of the idea of females working. However, in Riyadh there is still resistance to both genders working together in the same workplace, unlike in Jeddah where the idea has a higher level of acceptance.
- **Work-family balance**, the private sector makes it hard to balance between family/children responsibilities and the long required working hours. Although there are now attempts to offer females the chance to work from home to solve this problem, which so far has shown a very positive effect on their productivity and efficiency.

- **Work Nature:** The nature of the work is what is important and not the sector of the organization falls under. Females are reluctant to work far away from the city, jobs with irregular or long working hours. Females' decision is influenced by culture (differs from one region to another). However, they still consider jobs that require fieldwork and retail jobs to be unattractive. Furthermore, jobs such as nurses, security guards, childcare (nanny) and waitress are not appealing for females.
- **Regional differences notes:** It should be highlighted that in Jeddah, the level of openness to the idea was higher than in Riyadh due to cultural constraints that still position females as housewives or care takers, rather than working citizens. In addition, participants in Jeddah showed a higher level of acceptance to mixed work environments (still within the acceptable cultural norms) as this is expected to raise the overall level of politeness and respect among Saudis when dealing with the opposite gender. However, they still admit that some families would reject the idea of allowing their females to join a mixed work place.
- **Female Availability:** Due to children sickness or pregnancy.

Additional Key Insights:

- The education sector seemed to be the most convenient and culturally acceptable sector for female employment.
- In Jeddah more organizations place higher value on the training and development of employees compared with those in Riyadh, therefore productivity and efficiency levels seem to be higher in Jeddah.
- Small and medium sized organizations are still struggling with the introduction of policies and procedures and methods of communicating these clearly to their employees. This challenge, combined with the poor communication could result in decreased levels of loyalty and productivity.
- The key benefit of working in the government sector is the short working hours. However, a key drawback in the same sector are the unfair promotion policies.

- As for female employment, there was a general acceptance of the idea. However, in Riyadh there is still resistance to both genders working together in the same workplace, unlike in Jeddah where the idea has a higher level of acceptance.

Section 3: Verify and gain feedback on the four dimensions

In general, the initiative to assess the work environments in an attempt to better create a positive environment for employees and employers is seen to take the job market miles forward.

We believe that there was an overall acceptance of the four dimension and the indicators, however with some reservation on their definitions and completeness. Nevertheless, participants agree that implementing these will have positive impact on the work environment and will make it more attractive. They believe this will lead to more productive organization and will reduce the turnover challenge many organization face.

Participants believe that definitions in general should be further explained and/or relabeled. One example is "Employer & Culture", where the Arabic translation of employer refers to "the owner", versus the organization. Another example is dividing "Benefits" into monetary and non-monetary benefits.

In terms of adding or removing from the mentioned dimensions & indicators, the overall feedback is to keep them all, with some suggestions to add few more such as: corporate governor, equality, diversification and employees' retention. Furthermore, participants agree that these dimensions are not industry / sector specific, hence they can be applied anywhere, though with a different degree.

Finally, there is a general agreement among participants that we should consider reclassifying some of the indicators among the dimensions.

a) Added Value and Benefits

- The perceived **added value** of applying these dimensions and indicators is expected to be:

- Enhancing the employee loyalty, thus lowering turnover rate.
- Encouraging employees to work efficiently to reach higher levels of productivity.
- Higher levels of transparency that enhance creativity and innovation.
- Creating an attractive workplace for many employees.
- Creating an ideal workplace environment.
- Establishing a competitive environment among organizations so that each will strive to perform better.

There were key **additional points** that need to be added to the dimensions and indicator model. Business representatives had mixed opinion on where they should be added. However, it is important to include them in assessing work environments to make sure that all parameters are covered.

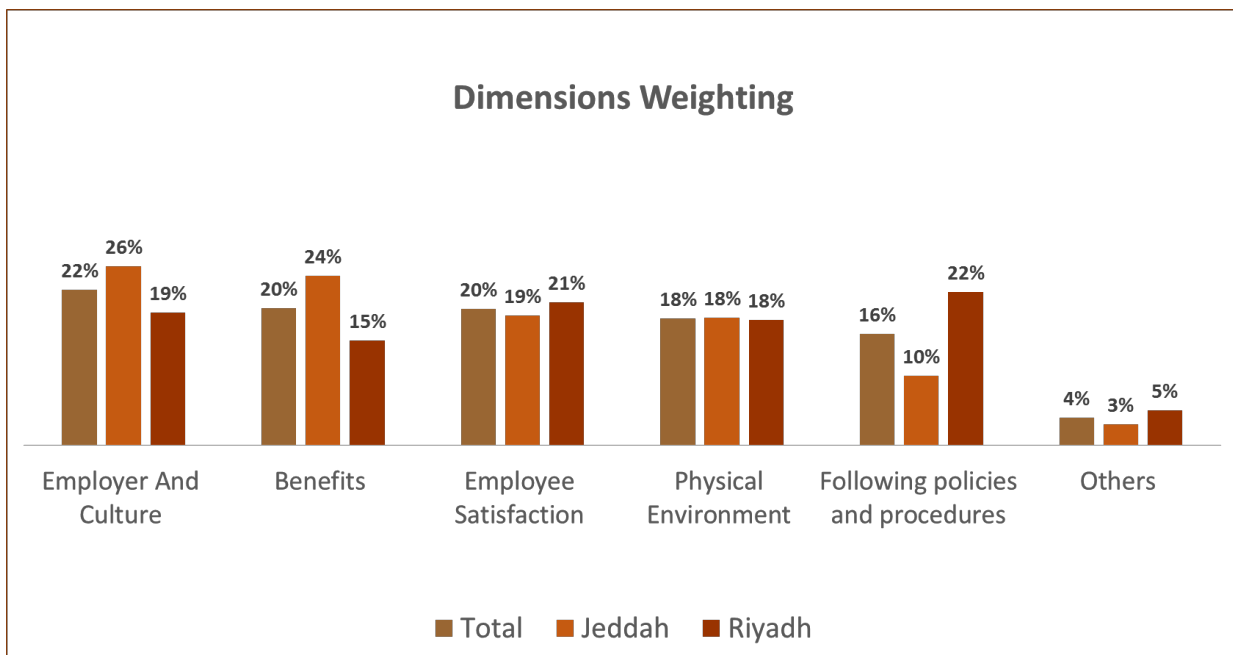
Dimensions Feedback and Assessment

- **Employer and Culture Dimension:**
 - Generally, it's an extremely important dimension. Some suggested splitting the culture to a different dimension, yet the majority agreed on having employer and culture together while taking into consideration the following elements:
 - Employees' loyalty to the organization which can be assessed by their turnover rate.
 - Inclusion of foreign expertise that Saudis can benefit from.
 - Cascading knowledge among peers and among employees at different levels.
 - Positive communication - degree of transparency and better relationship between employees and managers.
- **Benefits Dimension:**
 - A vitally important dimension that focuses on two types of benefits: monetary as well as non-monetary, vocational benefits:
 - Monetary Benefits:

- Loans for housing, car etc.
 - Allowances for special occasions, better pension scheme, etc.
 - Discount cards/ vouchers for entertainment.
- Vocational Benefits:
 - Training, coaching and mentorship.
 - Flexibility of working hours.
 - Insurance and health care for the whole family (particularly parents).
- Employee Satisfaction Dimension:
 - Third ranked in terms of importance and perceived to be a clear outcome of a positive work environment.
 - Some indicators needed rephrasing such as:
 - Setting clear policies and procedures that regulate relationships among different groups at work, not only limited to females.
 - Employees' awareness, understanding and support of the organization's vision, to work on achieving a bigger goal (not only agreement with the organization's policies. However, the support of employees for the policies is highly important in the organization's overall growth).
- Physical Environment Dimension:
 - Additional indicators to be added
 - Location of the organization; ease of reaching it by all employees.
 - Availability of parking areas.
 - Code of conduct that sets limits and rules.

- Policies and Procedures Dimension:

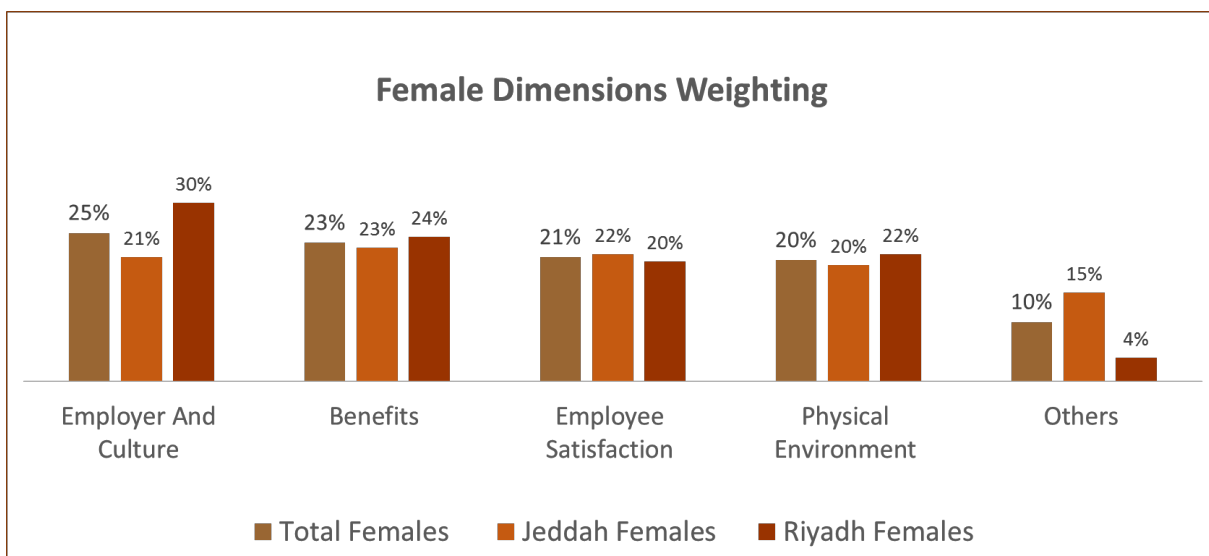
- This dimension was added and ranked high among the most important dimensions of work environment evaluation. Without policies and procedures, employers and employees' interaction becomes more challenging as there are no parameters for measuring the performance or the success of either employees or the organization.
- Indicators to be added:
 - Clear communication of organizations' policies and procedures for all employees.
 - Fair and objective application of policies and procedures.
 - Code of conduct that helps employees to deal with a new environment that includes females and males at the workplace.



The weight of the "Employer & Culture" was the highest, followed by "Benefits" and "Employee Satisfaction" with 20% weight each despite minimal regional differences, then comes "Physical environment" with equal weight in both cities, and the additional dimension "Following Policies and Procedures" came last with a big difference between the weight given by Jeddah & Riyadh.

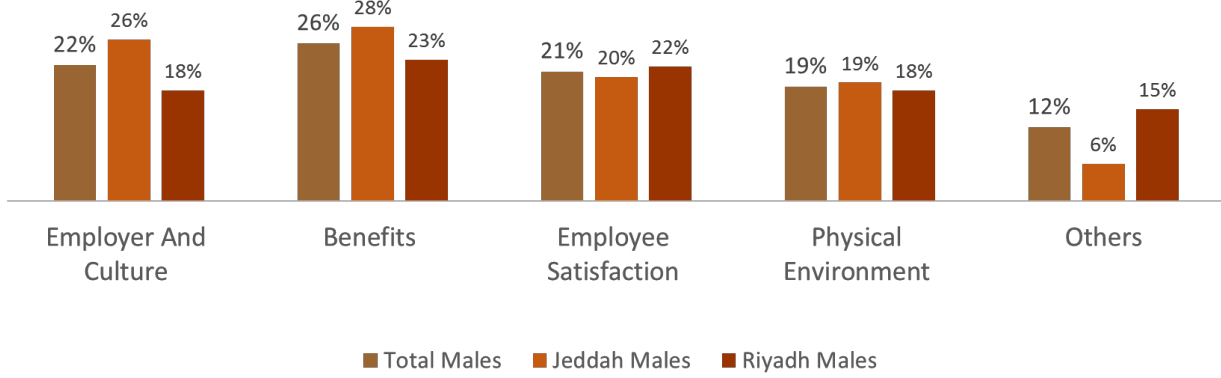
However, when we look at the weight of each dimension for each city, we can see a different reading:-

- In Jeddah, "Following Policies and Procedures" has the lowest weight, while "Employer & Culture" & "Benefits" have the highest. This may suggest that work environment in Jeddah focuses more on the overall well-being of the employee and want to give less attention to being highly governed by a set of guidelines.
- In Riyadh, "Following Policies and Procedures" had the highest weight. This should not be perceived that the employee wellbeing is not important but rather "we should have a policy that governs all aspects".



The overall weightings rated by Female participants follow the overall weighting of all participants (Male & Female), with "Employer & Culture" at the highest weight followed by "Benefits" and then "Employee Satisfaction".

Males Dimensions Weighting



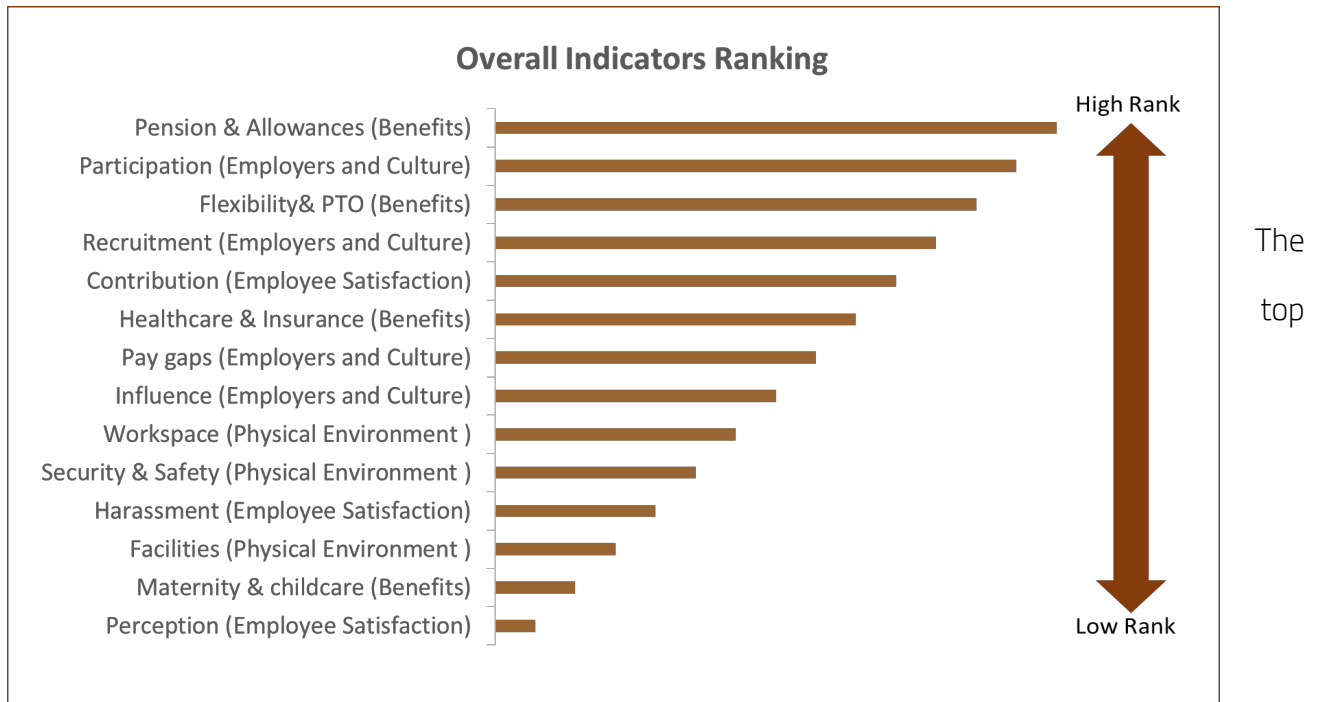
However, with male participants, although the top three remained the same, Benefits came on the first place, receiving a total weight of 26%, followed by Employee & Culture and then Employee Satisfaction. This might suggest that males still perceive themselves are the main bread owners and caretakers in the society.

b) Dimensions Success Criteria

Finally, the **success of the dimensions** and indicators, as indicated by the participants, will depend on the following:

- The government's involvement by setting the correct procedures for organizations to maintain certain levels of performance across all dimensions and indicators.
- Continuous and regular follow-on organizations' performance.
- Including assessment parameters that cover all working groups and not only females.
- Taking into consideration the size of the organization as expectations should differ between small, medium and large organizations.
- Creating a high level of awareness among employers and employees on the benefits of creating a positive work environment through:
 - Conducting workshops and forums that involve representatives from different organizations to explain the process and the benefits involved.
 - Directly meeting organizations' representatives to explain dimensions and indicators and acquaint them with the assessment tools.
 - Creating special groups (on social media) of different organizations and developing programs and prizes for organizations that perform best practices as a means of encouragement for others.

Section 4: Gain feedback, and prioritizing the related indicators



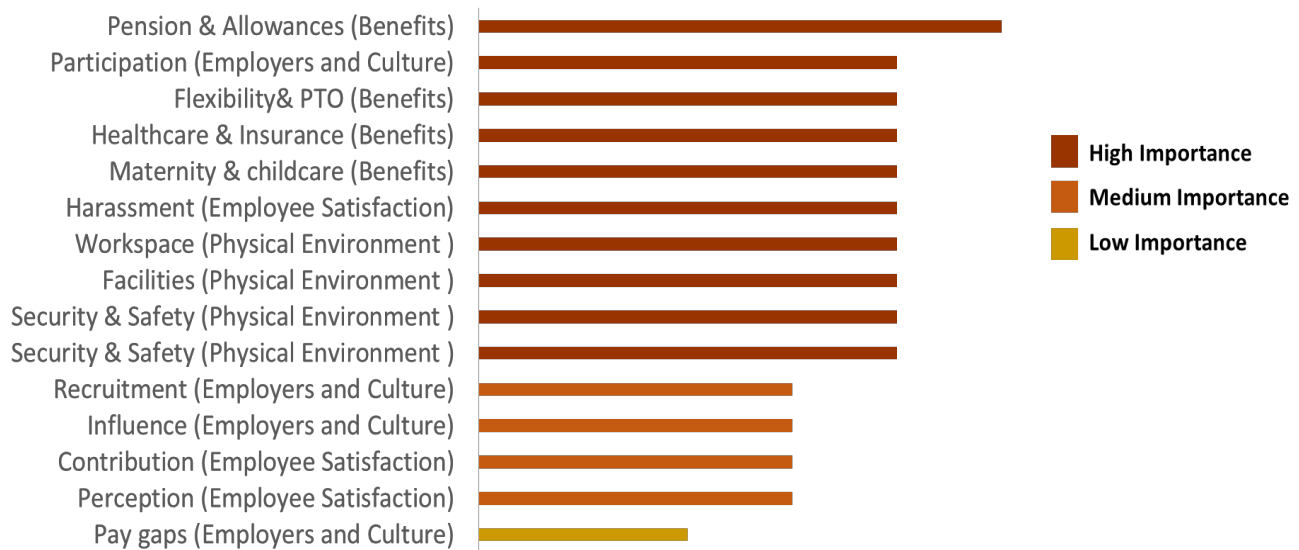
seven indicators in the overall ranking are the same in both cities (with different ranking order), with the exception of the "Pay Gap" indicator (was ranked 8th in Riyadh). Furthermore, the majority of the top seven indicator are mainly part of the "Employee & Culture" and "Benefits" dimensions (both dimensions were also the first and second highest in terms of weight).

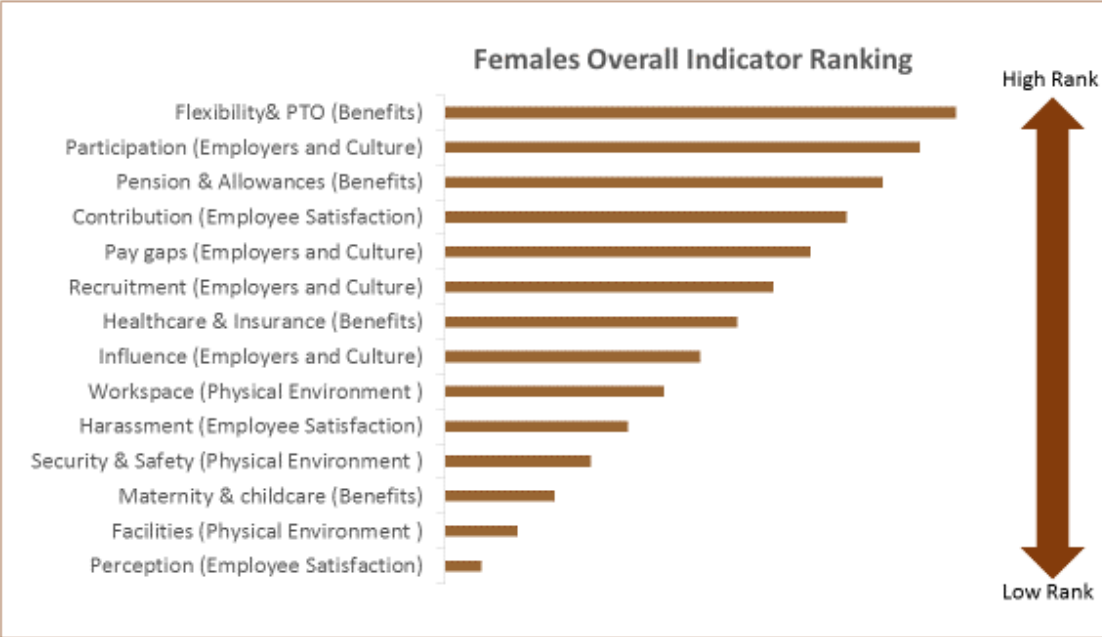
An interesting note, that when comparing dimension weight and indicator ranking. We find the "Benefits", "Employee and Culture" and "Employee satisfaction" dimensions weighted almost equally, while when ranking indicators, the first two dominated with only one "Employee Satisfaction" indicator ranked within the top 7.

	Recruitment	High Importance	Medium Importance	Low Importance
Employers and Culture	Participation		X	
	Influence	X		
	Pay gaps		X	
Benefits	Flexibility& PTO			X
	Pension & Allowances	X		
	Healthcare & Insurance	X		
	Maternity & childcare	X		
Employee satisfaction	Contribution	X		
	Harassment		X	
	Perception	X		
Physical Environment	Workspace		X	
	Facilities	X		
	Security & safety	X		
Employers and Culture	Recruitment	X		

Indicators Importance - Overall

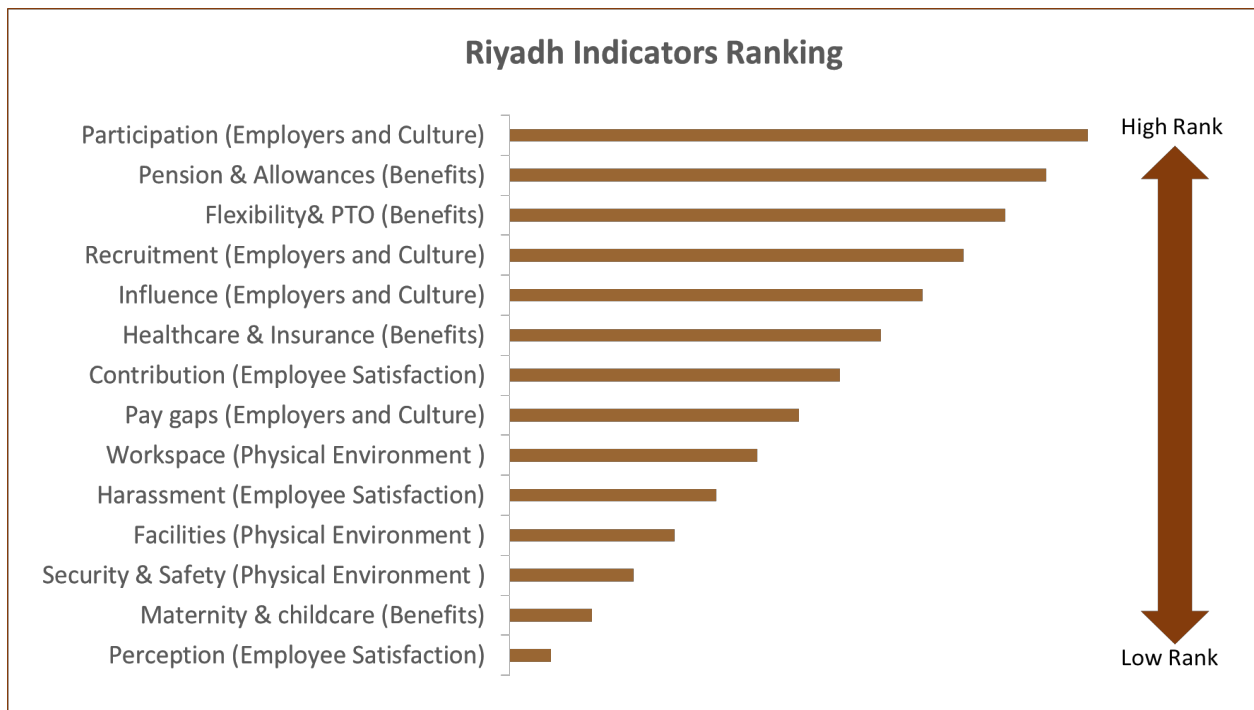
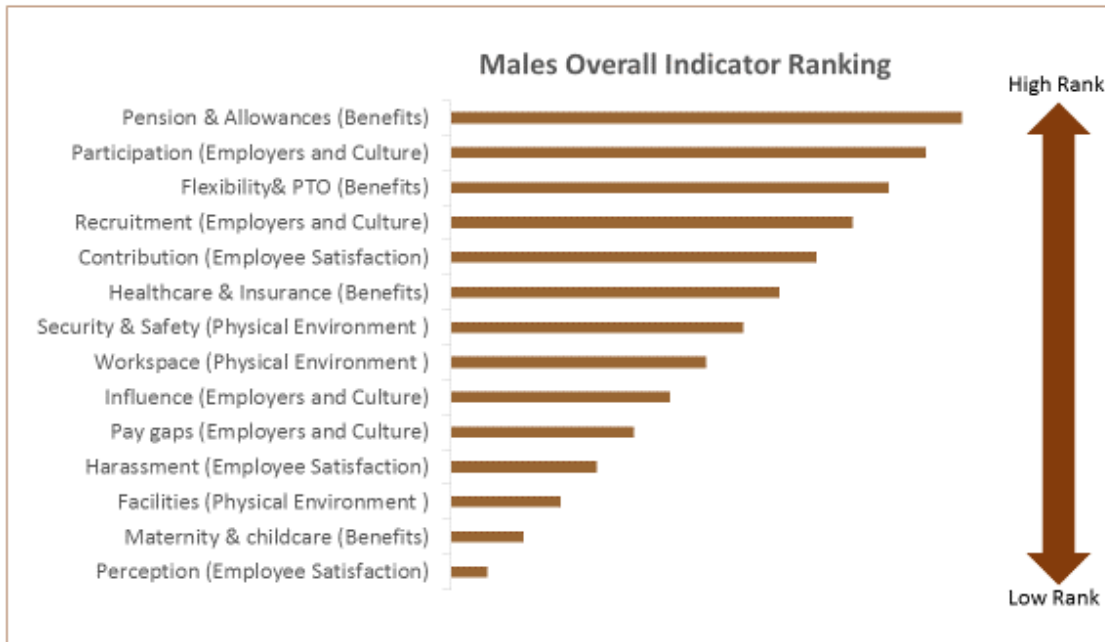
Level of Importance- Overall





Again the top seven indicators within the females’ participants remained the same as the overall ranking of the entire population, however with a different ranking. Also, as expected, “Flexibility” was ranked on top of the list confirming the female participants’ emphases on the needs to have more flexible work environment to accommodate the needs of the family whenever required.

For male participants, the top six indicators remain in line with the overall indicators ranking with one exception. “Security & Safety” came seven within male ranking, but was not on the top list of both the overall population and the female population.

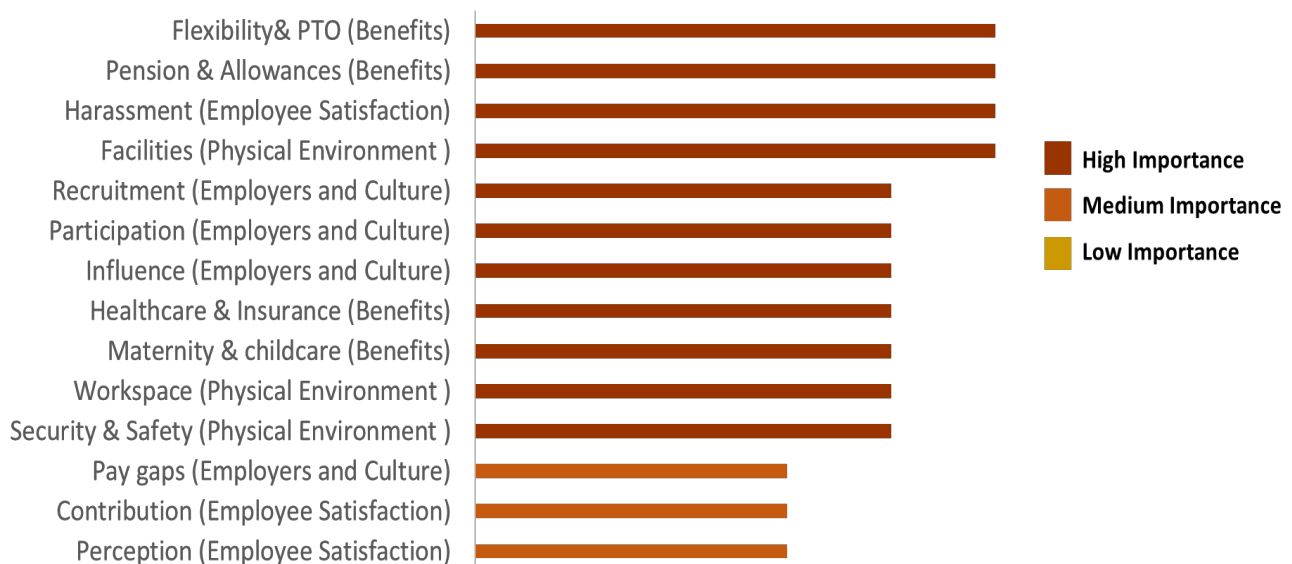


"Employee Satisfaction" got the highest dimension weight, followed by "Employee & Culture" and then "Physical Environment". However, when it came to ranking the indicators, only one indicator from "Employee Satisfaction" was ranked in the top 7 (Contribution). The other six indicators were equally distributed among the other two dimensions.

Indicators Importance - Riyadh

	Recruitment	High Importance	Medium Importance	Low Importance
Employers and Culture	Participation	X		
	Influence	X		
	Pay gaps	X		
Benefits	Flexibility& PTO		X	
	Pension & Allowances	X		
	Healthcare & Insurance	X		
	Maternity & childcare	X		
Employee satisfaction	Contribution	X		
	Harassment		X	
	Perception	X		
Physical Environment	Workspace		X	
	Facilities	X		
	Security & safety	X		
Employers and Culture	Recruitment	X		

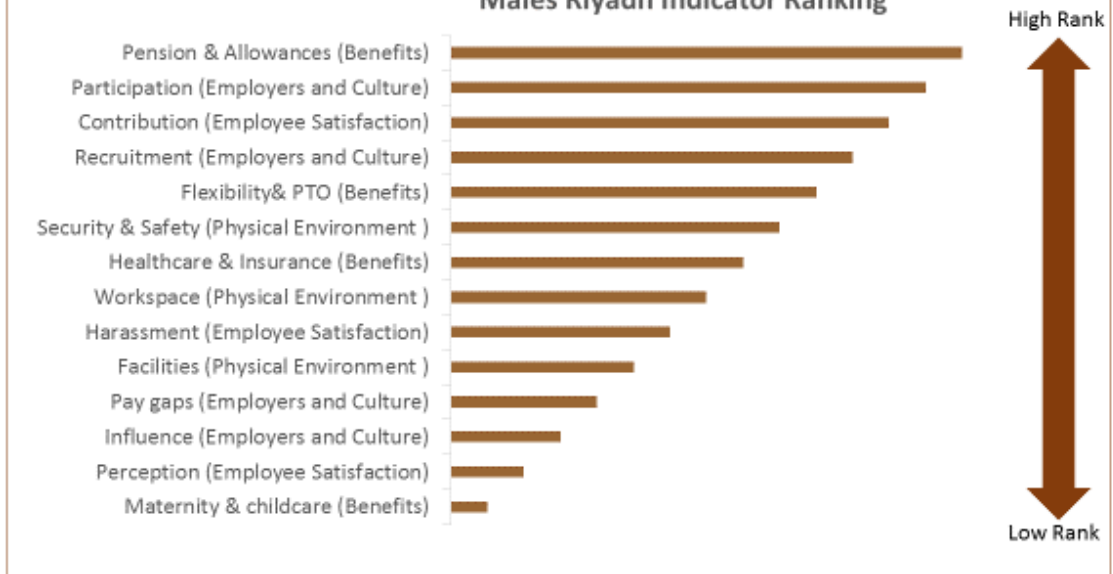
Level of Importance – Riyadh

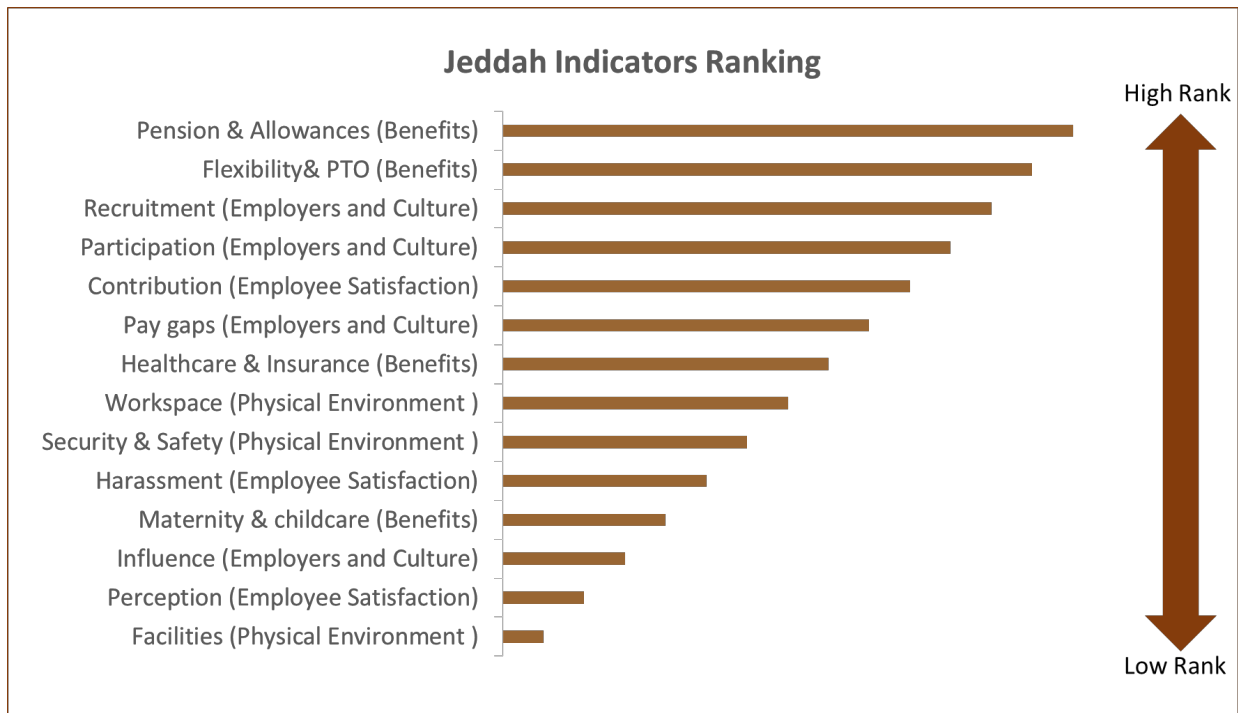


Riyadh Females Overall Indicator Ranking



Males Riyadh Indicator Ranking





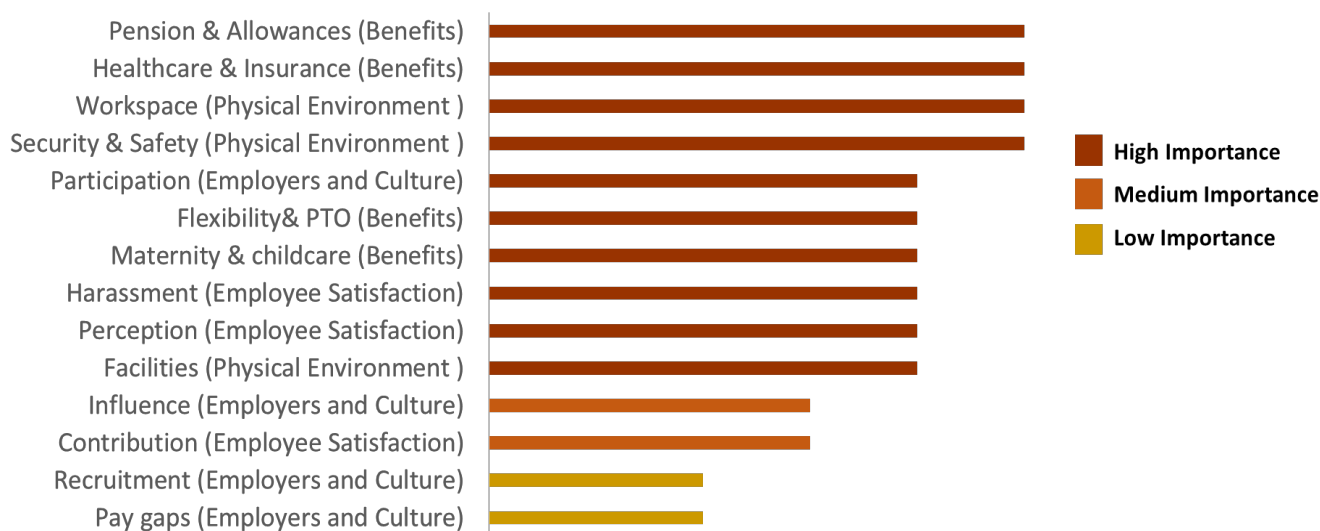
Looking into the top seven indicators ranking, it was led by "Benefits" and "Employee & Culture" with three indicators each then "Employee Satisfaction" with one indicator within the top 7 list.

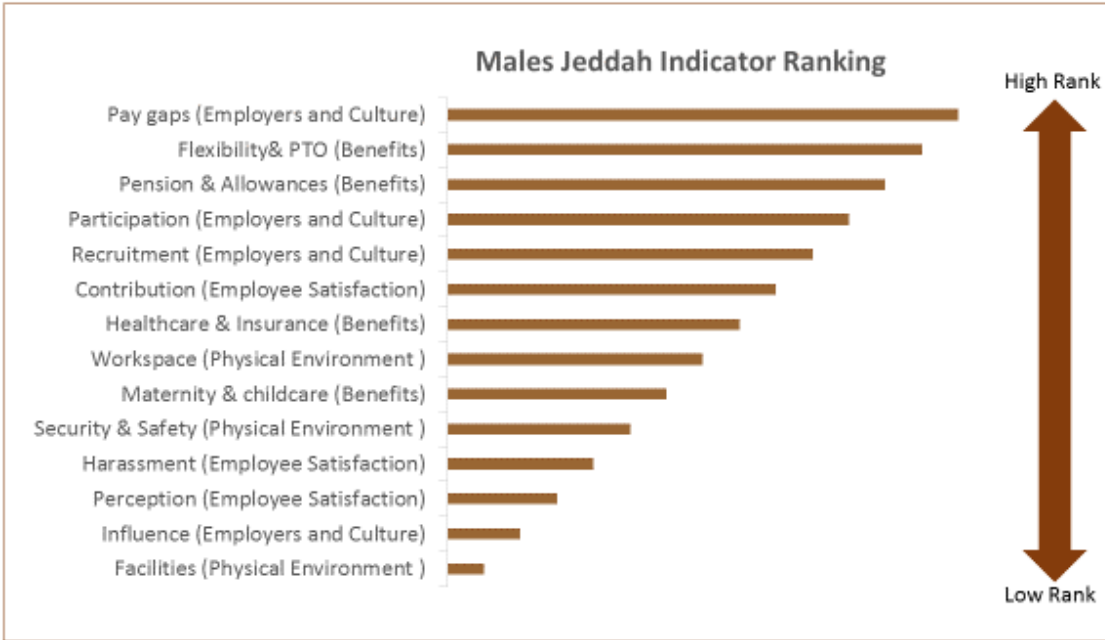
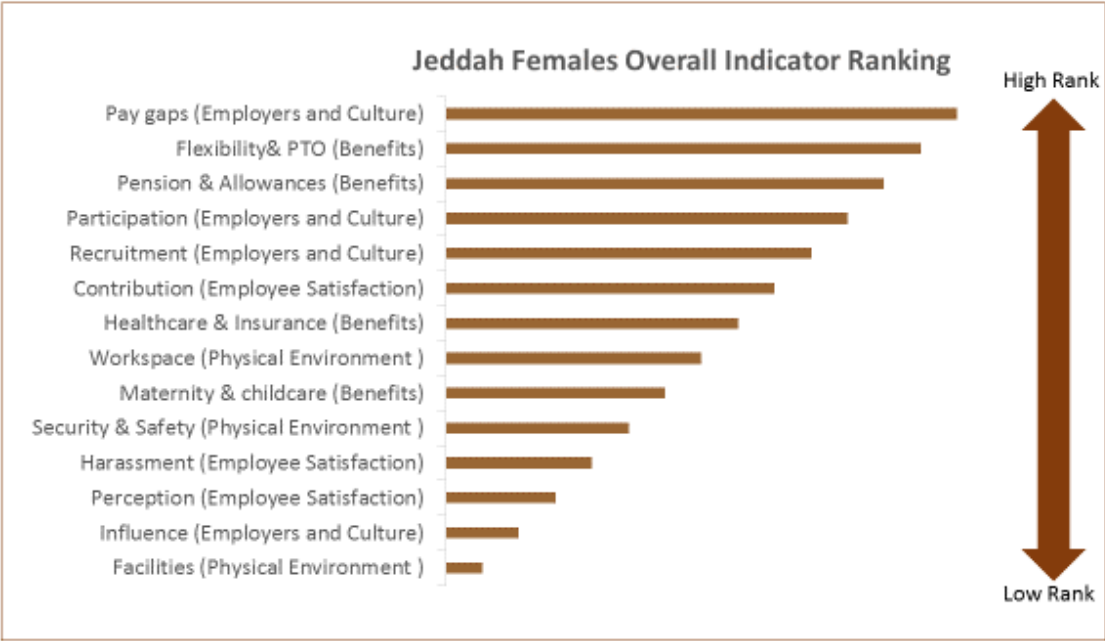
Our reading of this data suggest that the participants might have looked at the dimensions in isolation of the associated indicators. That means, they were not able to establish a connection between the dimensions and the indicators, and they have evaluated each separately. However, when we look back at the qualitative data gathered, where a good number of participants suggested that we need to reclassify the indicators again as they did not see them matching the dimensions. Hence, the recommendations of reclassifying the indicators stand valid.

Indicators Importance- Jeddah

	Recruitment	High Importance	Medium Importance	Low Importance
Employers and Culture	Participation			X
	Influence	X		
	Pay gaps		X	
Benefits	Flexibility& PTO			X
	Pension & Allowances	X		
	Healthcare & Insurance	X		
	Maternity & childcare	X		
Employee satisfaction	Contribution	X		
	Harassment		X	
	Perception	X		
Physical Environment	Workspace	X		
	Facilities	X		
	Security & safety	X		
Employers and Culture	Recruitment	X		

Level of Importance – Jeddah





Section 5: Identify the best methods for communicating the Index and these measurements to the public

The suggested communication methods could be classified into three categories:

- Standard methods such as meeting, workshops and social media.
- Regulations developed by the concerned authorities.
- Role modeling through competition among the various organizations.

However, when it comes to educating organizations on creating a better work environment and how to influence this, participants suggested to add a national program sponsored by the government and sharing success stories.

WORKSHOP OUTCOMES

RIYADH WORKSHOP REPORT OF FINDINGS

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- Section 1: Saudi Work Environment Assessment
- Section 2: Females in Work Environment Assessment
- Section 3: Dimensions Evaluation
- Section 4: Indicators Evaluation
- Section 5: The best methods for communicating these measurements to the public

Section 1: Work Environment Assessment

a) Positives of the Saudi Work Environment

Organization related positives:

<i>Positives</i>	<i>Reasons</i>
<ul style="list-style-type: none">• <i>A rising attempt to apply work-life balance for employees across different sectors (it is also a cultural norm).</i>• <i>When there is clear communication of a company's vision and mission, employees are more focused while working.</i>• <i>Increase in training and minimum wage.</i>	<ul style="list-style-type: none">• <i>Cultural norms and traditions that support family relationships.</i>• <i>A rising trend to focus on manpower.</i>

Employees related positives:

<i>Positives</i>	<i>Reasons</i>
<ul style="list-style-type: none">• <i>Encouraging pleasant relationships among employees.</i>• <i>Clarity of communication across all employees of different levels.</i>• <i>Competitiveness, especially in private sector, which creates eagerness to prove oneself and excel at work.</i>• <i>Employees' empowerment – no centralization.</i>	<ul style="list-style-type: none">• <i>Religion is the backbone and reference for employees' communications.</i>

Country related positives:

Positives

Reasons

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• <i>A general inclination to depend on locals for high positions which creates a positive work environment as they have a better understanding of the culture and background of employees.</i>• <i>New rules set by the Ministry of Labor, such as opening up work opportunities for females in areas such as retail.</i> | <ul style="list-style-type: none">• <i>Interference of the government to regulate the workplace.</i> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|

Governmental sector positives

Positives

Reasons

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• <i>Many different types of leave and fewer working hours (such as the vacations granted to women when giving birth).</i>• <i>Flexibility in working hours.</i>• <i>Government support and aid by providing all equipment and materials necessary to facilitate work.</i> | <ul style="list-style-type: none">• <i>Preset governmental laws.</i> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|

Attractive work environment not only through providing monetary benefits, but also working on retaining the employee within the organization through training & development and other benefits.

Currently, many organization don't focus on monetary benefits, but also working on providing non-monetary benefits such as supporting employee work-life balance.

b) Negatives of the Saudi Work Environment

Organization Related Negatives:

Employee related negatives:

Negatives

Reasons

- *Many companies set different salaries based on gender, rather than qualifications and performance – (inequality).*
- *Long working hours in the private sector.*
- *Higher flexibility in working conditions for new small to medium companies rather than long-established large companies.*
- *In most cases job descriptions of employees are vague and not well communicated which decreases employee efficiency.*
- *For small companies, no clear career planning for employees.*

- Lack of measurement tools to assess employees' efficiency and productivity.
- Lack of problem solving tools.
- Lack of convenient transportation methods for women.
- Unclear rights of employees.
- Poor HR management in most companies and industries – no standards among companies of the same size or industry.

Negatives

Reasons

- *Employees sometimes are reluctant to work efficiently and not ready to bear the responsibility of work.*

- Little focus on employee training – lack of monitoring or coaching tools and procedures.

Country related negatives:

Negatives

Reasons

- *Nonexistence of working opportunities for special needs citizens.*

- Governmental institutions have not yet passed laws to solve these issues.

- *Culturally, there is still a noticeable level of doubt in the capabilities of Saudi employees*
- *Lack of work opportunities for women.*
- *High differentiation based on gender.*

Governmental sector negatives:

<i>Negatives</i>	<i>Reasons</i>
<ul style="list-style-type: none"> • <i>Most employees do not pay much attention to their work and cannot be terminated without the consent and approval of a high authority.</i> 	<ul style="list-style-type: none"> • Equality in incentives for efficient and inefficient employees since the incentives are provided to employees as a general rule. • Less focus on training and development than in the private sector.

c) Positive and Negative Work Environment – BY SECTOR

There were no mentions of either positives or negatives by some sectors.

Mining, Manufacturing and Energy:

Positives:

- Following procedures and regulations.
- High focus on employee development which empowers employees and creates a high level of loyalty.
- Respecting employees' need for a personal life and effective work-life balance.
- "The organization is considered a school and a good learning environment which adds to the employees' experience'".

Retail:

Positives:

- Respect for each city's traditions which is applied in the work environment. For example, an organization in Jeddah will employ males and females in the same place while in their operation in Ha'il there is no mixing of the genders.

- Offering facilities for employees working in remote areas such as transportation, restaurants, clinics, entertainment, free housing, etc. – this is very specific to some retail organizations.
- All top management play an important role in the business – very specific to some retail organizations.

Negatives:

- Lack of flexibility in working hours.
- Misjudgment of employee performance.
- Overlapping tasks.
- Lack of appropriate transportation for females working in the private sector, especially those with different working hours (this can be solved by offering transportation compensation which could be added to the salary).
- Inability to provide all benefits to all employees, especially females, in accordance with the law - this is not generally the case with large companies.
- "Working hours are not calculated based on the nature of the work whether it is inside or outside the office. Some employees, such as sales employees, should not be required to be in the office, however they are asked to work in the office which hinders their productivity as sales people and they are then judged to be unproductive employees."

Education:

Positives:

- Availability of many working opportunities as there are schools in every city and village.
- Employees can transfer to other schools based on a clear system.
- Dealing with all society's standards and backgrounds.

Negatives:

- Conflicting priorities: employees working on a specific task can be asked to start and finish another task while working on the first. This interruption makes employees:
 - Less focused.
 - Minimizes their efficiency and productivity.
 - Decreases their loyalty.
- How to overcome the negatives:

- Setting priorities.
- Distribution of work based on employees' qualifications and capabilities
- Motivational techniques, either monetary or non-monetary.
- Enhance loyalty by empowering employees by allowing them to take part in the decision making process.

Finance, Insurance and Real Estate:

Positives:

- Offering the opportunity to work from home, distance working etc. – flexible environment.
- Open space (no work stations) which facilitates communication among employees.
- Measuring employees' performance not only on efficiency but also on social behavior and work ethics.
- Setting a strategy to create a positive work environment: methods of communication among employees, setting priorities, etc.
- Employees can send any queries, suggestions or notes on the work environment and receives a reply within 24 hours.

Negatives:

- Lack of procedures that retain employees and enhance their loyalty which increases the preference for foreign labor which can be controlled through the sponsorship system (Kafala). This has a huge negative impact on employee efficiency, productivity and loyalty.

Health and Social Services:

Positives:

- Saudiazation in leadership positions and roles (except for some managerial roles related to production that can only be performed by expats due to a current lack of experience among Saudis).
- Equal distribution of roles and tasks.

Hotels, IT and telecom:

Positives:

- Clear communication among employees across different levels, job descriptions and salary expectations which has a great positive impact on employee performance.
- Working in teams that makes the work environment more favorable and family-like.
- Young work environment.
- Some companies research methods of providing a positive work environment for employees and try to apply the recommended approaches. Though this entails extra cost, it definitely benefits the companies in the long term with an increased rate of retention of highly qualified employees.
- Granting employees extra benefits that encourage them to remain in their jobs such as:
 - Bonuses
 - Car/ housing loans
 - Sharing special occasions such as weddings
- Caring about the wellbeing and safety of employees (especially technicians) during work by providing:
 - Comfortable chairs for seating
 - Adequate ventilation
 - Efficient lighting systems
 - Ear phones
- As for field technicians who spend a lot of time in the sun:
 - Sun shade protectors
 - Adequate water supply
 - Safety kit

Negatives:

- Work environment and work requirements and expectations rapidly change while employees are generally resisting the change.

- This problem has been solved:
 - Working on decreasing employee resistance to change through sharing the change with all departments as well as all employees on different levels (in other words encouraging employees to become stakeholders in the change process).
- Promotions are based on connections rather than employee productivity
 - This problem has been solved:
 - The company has initiated a program called 'Compete' through which employees are able to apply for a new post or promotion. The employee then gets interviewed and the decision to grant him the new role or the promotion is based on the interview result.

Governmental sector:

Positives:

- Flexible, short working hours.
- Offering services such as a free lunch for every employee.
- Availability of employee entertainment facilities, such as TV, to watch football matches, billiard tables, tennis courts, etc.

HR Companies:

Positives:

- Orientation program for new employees.
- Employees are allowed to spend their first working hour at the gym (males and females).
- Each employee has a discount card for various shops and companies.
- Clearly communicating the company's mission and vision to all employees.
- Having a family day on which employees' families are allowed to visit the workplace.
- Setting expectations (with evaluation tools) for each employee.
- Employees are given shares in the company after a specific period of time working for the company.

Consultancy:

Positives:

- Electronically monitoring the work flow in the following areas:
 - Checking arrival and departure times to control working hours.
 - Clearly stating the process and procedures for promotions and salary reviews.
 - Communicating employees' rights from their first day in the business.

Negatives:

- Poor internal communication which decreases employee loyalty and efficiency (employees do not feel that the company values them).
- Poor employee empowerment in the decision making process.
- Methods of managing performance in most cases are not based on clear rules which makes employees' career paths unclear.
- Lack of appropriate transportation for females working in the private sector, especially those who have different (unsociable) working hours.

Family Businesses:

Negatives:

- Not paying enough attention to human capital; training and development that is only focused on complying with the rules of the labor law in order to continue in business.

Section 2: Females in Work Environment Assessment

- In general, female employment is perceived to be beneficial only if:
 - The industry itself suits females.
 - The workplace itself does not differentiate between males and females in terms of benefits while abiding by cultural norms in separating both genders.
- Saudi in general is currently undergoing a huge transformation regarding female employment. In the past, females could only work in education or health industries. However, now there are more and more industries accepting and encouraging female employment to the extent that The Ministry of Labor modified the labor law to include articles on the importance of having a day care center for female employees' children and private female toilets, and sometimes even having a separate workplace in companies that employ females.
- Even males admit that there are some areas/ tasks in which females perform better than their male counterparts.
- Benefits of hiring females on the work environment:
 - Creating an ambience of respect.
 - It balances the work environment as males can perform some aspects better than females and vice versa.
 - Overall balance within our culture.
 - Higher productivity; some believe that the productivity and commitment of females is higher than males (mainly because females, in general, have high levels of concentration and they are less likely to take breaks for lunch/ smoking as they need to get back home as soon as they can).
 - Creating a sense of comfort, friendliness and cooperation among employees.

- Females are generally competitive, which is important in creating a desire to improve and work efficiently.

However, employing females does bring a financial burden with the need to change the workplace setup to suit the inclusion of females - activities such as adding toilets, a separate entrance, a separate prayer room etc. This is more of a problem for small and medium sized companies rather than larger ones.

a) Challenges Facing Riyadh Females in the Work Environment:

Representatives from organizations in Riyadh believe that it is much better for females to work in a separate environment which would allow higher flexibility in movement and dealings since the presence of males limits their freedom and ability to develop at work as they are not allowed to communicate with each other.

Challenges related to females:

- Continuously changing personal conditions due to pregnancy, delivery, marriage etc. issues that may negatively affect female performance and concentration at work.
- Struggle to find a balance between work and personal needs as females are generally more focused on their household and family needs.
- Cultural constraints for female employment at a general level.
- Struggle to find adequate care for children while working, such as a convenient school/nursery.

Challenges related to workplace/ environment:

- Rejection of other female authority.
- Lower empowerment for females at work which creates imbalance.
- Poor communication among their male colleagues.

- Poor training for female employees.
- Transportation constraints, especially if the workplace is far and children need to be delivered to school/ nursery which leads to a later than usual arrival at home at the end of the day.
- Inability to attend board meetings or workshops especially if they take place in remote areas.
- Limited ability to benefit from other colleagues' experience and receive appropriate training from her manager as she has work in a separate room.
- Female employees may be reluctant to accept female managers, especially if they have the same rank.
- Lack of a general code of conduct to regulate dealings with female employees.

c) Importance of Employing Females in the Work Environment, Is there a Need for Females in the Work Environment?

- There were some rejections (especially among male attendees) to specifying the importance of a certain segment in the work environment by gender, especially since there is a considerable rate of male unemployment as well. The suggestion here was to tackle jobs on the basis of the skills required, regardless of whether the appropriate candidate who holds these skills is a male/ female.
- However, there were agreements about certain skills and behaviors that females display which are needed in the work environment:
 - Females are known to be meticulous and attentive to details which benefit companies in specific jobs.
 - Females are more analytical and make good planners.
 - Companies receive benefits from the government when balancing the work environment.
 - Males sometimes reject taking over some tasks that female employees willingly accept.

d) Reasons behind females' rejection to work in the private sector:

- **Generally, females refrain from the following types of work/ jobs:**
 - That involve physical effort.
 - That are located away from home (there are some exceptions for governmental jobs).
 - That include unacceptable activities such as cleaning etc.
 - Retail jobs at shops and stores.
 - Jobs in a mixed environment (men and women in the same workplace).
 - Long working hours that limit the time available to care for the family.
 - That are not well paid.
 - With inflexible working conditions.

- **As for the private sector itself, there are some challenges that do not suit females such as:**
 - Difficulty of transportation or remote location.
 - Hard work environment.
 - Mixed workplace.
 - Inconvenience of working in factories especially those in particularly cold areas
 - Workplaces not prepared for women; no separate area, toilets, prayer room etc.
 - Some male counterparts may undermine the capabilities and professionalism of female colleagues, even those with higher degrees or doctorates.
 - Unavailability of a convenient day care solution for children, especially in private sector.
 - Long, inflexible working hours.
 - There could be some salary considerations.
 - Little consideration for females' private life requirements – inflexibility.
 - Other cultural barriers:
 - There are still some concerns about working women, especially in the private sector.
 - The norm is that jobs acceptable to women are mainly in the field of education.
 - Perception that private sector jobs are insecure.

- There is a reluctance to employ women in the retail sector (shops and exhibitions).

e) Sectors that are Unsuitable for Female Employment:

- As a general rule, applying a strict regime that protects women from all types of harassment can widen the range of acceptable jobs for females.
- Examples of sectors that are inconvenient for females:
 - Sectors that require a lot of fieldwork such as engineering, mechanics and manufacturing are unsuitable for women as they:
 - Involve heavy use of transportation which is not available for women.
 - Culturally still unacceptable for women.
 - Usually located in remote areas which makes transportation even more difficult.
 - Retail jobs are unlikely to attract professional, highly educated women because:
 - The nature of the job is socially unacceptable for women.
 - Employees are usually foreigners, which makes the workplace more open and therefore insecure for females.
 - Nuclear sectors as the jobs have health hazards.
 - Exploration and oil sectors are hectic, harsh jobs with difficult living conditions for males, so these jobs cannot be considered suitable for females.
 - Any sector that requires employees to carry heavy weights and perform laborious tasks (such as shipping and warehouse work) since they are not suited to females.
 - The banking industry is culturally unacceptable for women to work in.
 - Low grade jobs such as security guards, cleaners etc.

f) Just As Females Face Some Challenges in the Workplace, Some Organizations also Face Challenges in Employing Females:

- The company could be located in a remote area that is difficult for women to reach.
- Cultural constraints about working women in the first place.

- Ministry of Labor passing laws that limit the employment of females in specific jobs.
- Management might not support the employment of females, however, the new law which states that companies should employ females is now addressing this matter.
- Budget constraints, since employing females encompass a change in the workplace design and structure.
- Inability to provide adequate transportation for females.
- Fear of interference from the labor office inspectors

However, some organizations have recently been working on facing these challenges and there has also been government action, such as:

- Organizations' methods of facing the challenges:
 - Logistically changing the layout of the workplace to suit women:
 - Providing special transportation between the different buildings of the company to make it easy for women to attend meetings, anywhere and anytime (mining, manufacturing and energy).
 - Work in Progress - using new transportation apps to facilitate transportation for women.
 - Unifying salaries across genders and differentiating based only on qualifications.
 - Providing separate area for females with dedicated toilets, nursery, prayer rooms etc.
 - Employing female recruitment agencies that create a workplace for females and allow them to work remotely if the original company does not have this capacity.
 - Companies that do not employ females can work with the companies that employ females remotely.

- Coaching colleagues to accept female counterparts and help them to cooperate.
- **Governmental initiatives to face the challenges:**
 - The new labor law that sets a minimum percentage requirement for females employed in different sectors is now encouraging companies to employ females.
 - Ministry of Labor has stipulated the flexibility of distant working for females to increase the percentage of working females in Saudi.
 - Educating children and youth early about the necessity and importance of females in the working community in order to overcome traditional cultural barriers.

Section 3: Comprehensive Assessment of the Four Dimensions:

- Generally, the dimensions were positively perceived to be:
 - Comprehensive – any addition could be a sub element of the already set dimensions.
 - Elaborative.
 - Aligned – all dimensions are complement each other.
- The added value of applying these dimensions would be:
 - Enhanced employee loyalty.
 - Encouraging employees to work efficiently to reach higher levels of productivity.
 - Creating an attractive workplace for many employees.
- Business representatives also emphasized the importance of working with these dimensions in the long term in order to establish and maintain a positive work environment.
- As for the sectors which cannot apply the dimensions, the following were perceived unsuitable due to the nature of the work carried out in these industries:
 - Services and cargo industries.
 - Construction sector.

Some suggestions were made to enhance the articulation of the dimensions:

Mining, manufacturing and energy sectors:

- Modified:
 - 'Employee satisfaction' that is related to retaining employees and developing high levels of loyalty. It was suggested that employee satisfaction might not be a dimension on its own, rather, it could be the outcome or aim of implementing all four dimensions. Alternatively, its definition could entail the extent of employee satisfaction derived from their added value in the workplace.
 - "Employer and Culture" dimension definition to be "Does the employer have preset, well known values and rules upon which employees can work and be evaluated accordingly".

Hotels, IT and Telecom added:

- 'Government support' as a dimension on its own, since some sectors are supported by the government, while others are not.

Education sector:

- Added:
 - "Employee qualifications for a specific job" - it was suggested that this should either to be a separate dimension or an element under the employee satisfaction dimension as it directly affects employees' capability of handling the required tasks, which in turn affects the overall efficiency and productivity.
 - "Moral Work Environment" that assesses the emotional satisfaction of employees, especially remote employees, and includes encouragement and motivation.
- Modified:
 - The "benefits" dimension to carry the title "Benefits/ Life needs necessities".

Health and social services

- Added:
 - "Employee interaction" which relates to the code of conduct that sets rules of interaction among employees to create a consolidated culture.
- Modified:
 - "Employer and Culture" dimension definition to be reworded in favor of the employee "The extent of employee acceptance, satisfaction and contribution at work, and whether employees are satisfied with their current jobs and their added value".

Retail:

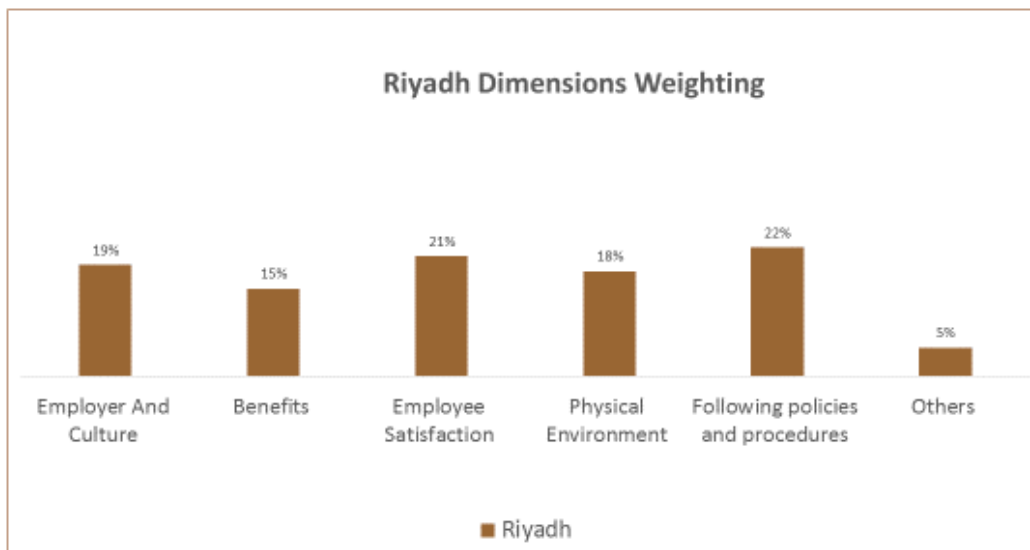
- Doubted the real application of "Employer and Culture" dimension as each company/ sector has a different nature and culture meaning that assessment tools to cover such a dimension would be problematic.

In a compilation of all the above modifications/ additions, the missing elements include topics such as:

- Setting a code of conduct for dealings among colleagues which includes ethical behavior, motivation, encouragement, coordination rules etc.
- Abidance by governmental laws and regulations.
- Hence a general dimension is added titled "Policies and Procedures" that sets a code of conduct and forces organizations to follow governmental rules.

Whether or not these should be added as dimensions or indicators, the presence of these parameters is important in evaluating organizations' work environments.

- Below is the ranking of the dimensions in Riyadh which shows that "Employee satisfaction" is vitally important and that the newly added dimension relating to "Following Policies and Procedures" is the top ranking as this is perceived to form the basis of a positive work environment. Following this are the other dimensions that were perceived, in Riyadh, to be complementary as they still lack the basic elements in their work environments.



a) "Employee and Culture" Dimension – Indicators Evaluation:

On a general note, there was a perception that the indicators do not reflect on the cultural aspect of the dimension.

- Mining, manufacturing and energy representatives emphasized the importance of setting a code of conduct for female employment against which the performance of organizations can be assessed and measured when dealing with female-relevant issues.

- Recruitment:
 - Though important, specifying only females was not highly appealing. It was recommended that the groups to be included should be: locals vs. expats, special needs employees, younger vs. older generations, etc.
 - It was suggested that the definition should be more elaborative and include: talent acquisition, talent retention and talent development in order to better assess organizations' effectiveness.

- Participation:
 - This is important in creating a positive work environment and should go in both directions:
 - Employer assists and coordinates with employees in the decision making process.
 - Employees should share and have a clear understanding of the company's vision and direction.
 - Training and development are important for employees' progress and thus achieving the companies' overall objectives while reaching high levels of productivity.
 - Companies that do not employ females, together with the finance sector, suggested changing the participation title to be clearer on the meaning of the indicator - such as "Training and Development" which is more indicative of its meaning.
 - Some mining, manufacturing and energy representatives perceived the participation indicator to be irrelevant to the "Employer and Culture Dimension".

- Influence:
 - This indicator was debatable as to whether all employee ranks should participate in the decision making process.
 - Should also include locals and expats.

- Pay gaps:
 - Should also include locals and expats.
 - Companies that do not employ females perceived this indicator to be more in keeping with the "Benefits" indicator as salaries are included among the benefits granted to employees.
 - Some also perceived it to be applicable mostly to large companies where there are many hierarchies and employees with different pay plans/ brackets, rather than to small companies that have a predetermined salaries budget.

Suggested indicators to be added:

- **Finance, Insurance and Real Estate:**
 - "Organization Values": should be an indicator against which employers' and employees' performance is assessed in an attempt to reach specified goals and objectives.

- **Education:**
 - "Transparency" allowing free communication and interaction among colleagues and management. This is in addition to clearly communicating tasks, requirements and the company's vision.

Section 4: Indicators Assessment & Evaluation:

- Would be of greater benefit for small companies that do not already have performance measurement tools and need to establish a positive reputation in the market.

- Will generate a competitive environment that encourages companies to work on achieving high ranks among all indicators.
- Organizations that score high would attract a higher number of applicants from which to recruit.
- This positive effect could be heightened through:
 - Awarding prizes to the best achieving companies.
 - The application of the process carried out under the supervision of a governmental institution such as the Development Fund.
 - Organizations should have an added value.

a) "Benefits" Dimension – Indicators Evaluation:

- On a general note, all indicators were seen as relevant to the "Benefits" dimension.
- Flexibility and PTO:
 - Include assessment of working hours.
- Pension and allowances:
 - Should include an aspect that evaluates companies' attitude towards employees with occupational disabilities.
 - Allowances should include travel and accommodation expenses.
 - Other allowances include: car/ housing loans, transportation (added specifically by female representatives of the retail sector), allowances for occupational disabilities etc.
 - Broadening the indicator to encompass salaries, as well as pension plans, enhances the effect of the indicator.
- Health care and insurance:
 - This indicator, though important, was seen to be a bit vague and needs to explain more effectively the extra health care benefits and insurance that can be granted to employees, in addition to creating employees' awareness about their existence.
- Maternity and childcare:

- To be renamed as “Family Care” – suggestion by mining, manufacturing and energy sector.
- This indicator is restricted to females and could not be assessed from a male point of view.

Suggested Indicators to be added:

- Mining, manufacturing and energy
 - “Training, coaching and mentoring” dimension as it is considered a highly important benefit for employees and plays an important role in their development.
- Non-Government:
 - “Female Code of Conduct” to regulate the work environment for females and make it safer and more secure – which results in attracting more female employees.
- **Effect of Applying the Indicators on Evaluating the Work Environment:**
 - Expected to greatly affect the employment percentage in Saudi as all people work for self-fulfillment and benefits.
 - Acts as a source of attraction for young generations into the work environment.
 - Enhanced employee loyalty.
 - This positive effect could be heightened through:
 - Inclusion of training and all other benefits as part of the law designed to force companies to develop and invest in their employees.

b) “Employee Satisfaction” Dimension – Indicators Evaluation:

All required changes have to do with the wording of the indicators and whether they fit the employee satisfaction indicator or employer and culture indicator

- **Contribution Indicator:**

- Should first assess whether employees are aware of the organization's strategy and vision and whether they feel that their work is adding value to achieving the organization's goals.
- Suggestions to also assess the efficiency of recruiting the right people with the right qualifications for each position.
- Some words if changed are perceived to be more meaningful:
 - Change "Employees acceptance to organizations' strategies" to be "Employees' support of organizations' strategies".
- Some sectors did not understand that Contribution Indicator fits the employee satisfaction dimension:
 - Finance, insurance and real estate sectors see it as more relevant to the "Employer and Culture" dimension.
 - The education sector recommends that it be added to the "Benefits" dimension.
- **Harassment:**
 - Rejections to the wording of the indicator.
 - Suggested to be renamed as "Policies and Procedures/ Safety and Security" in order to widen the scope of the rules of conduct.
 - The education sector recommends it be added to the "Benefits" dimension.
- **Perception:**
 - Should also include colleagues' perceptions on special needs counterparts, perceptions of management on employees etc. perceptions should not be confined to females
 - Broadening the dimension is expected to control and assess the work environment as a whole without affiliation to a specific group

c) "Physical Environment" Dimension – Indicators Evaluation:

- **Workspace:**
 - Better be titled as "Workplace" to have a broader indication.
 - The assessment mechanism of such an indicator was seen to be tricky as each organization has its own strategy in setting the workplace structure (even when it comes to the type of furniture), depending on the nature of work and the hierarchy of employees.

- Aspects that were recommended to be added to the workspace include:
 - Parking spaces for employees.
- Facilities:
 - Availability of such facilities in providing employees with a comfortable environment for work that helps them to be more focused and productive.
 - Aspects that were recommended to be added to the facilities include:
 - Parking spaces for employees

Remote organizations should add some facilities that address transportation issues.

Section 5: The best methods for communicating these measurements to the public

Identified Means of Communicating the Dimensions and Indicators to Employees and Organizations:

- Most Effective Means of Communication:
 - Holding conferences or workshops that involve representatives from different organizations in order to explain the process and its benefits.
 - Direct meetings with representatives from organizations to explain dimensions and indicators and inform them of the assessment tools.
 - Creating special groups (on social media) from different organizations and developing programs and prizes to be awarded to organizations that perform best practices as a means of encouragement to others.
- Ways to influence and educate companies on how to create a better work environment:
 - Events and promotional campaigns.
 - Setting role models via internal workshops held at different organizations.
 - Establishing laws and regulations that all employees and management abide by.
 - Involvement of Ministry of Labor as it possesses all the data from all of the organizations. The ministry laws and regulations should become mandatory throughout both the private and public sector.
 - Creating awareness through social media and announcing best practices on social media platforms.

- Training HR teams on the new assessment criteria so that they can be applied within their organizations
- Sending emails to top management following up on the progress and the effect of applying the new dimensions and indicators on their work environments and announcing any news about workshops, conferences, forums, best practices etc.
- Chambers can be effective in communicating to the various organizations they have on their own databases.
- Involving a governmental institution in power and control that establishes laws and regulations that all organizations should abide by.
- Showing best practices and developing a competitive environment for organizations through which each organization will be willing to prove itself productive, effective and positively regarded by its employees.
- Delivering educational workshops about the dimensions and indicators and assessment tools to build a generation that is willing to change and can cascade the knowledge down to others.
- Setting a governmental award for one best practice that has a really positive effect on the work environment.
- Governmental/ Ministry of Law follow up on organizations to demonstrate the importance of setting a positive work environment and maintaining it.
- Showing organizations international best practices that have already proved effective in helping organizations to improve the work environment – this should create a desire for change.

JEDDAH WORKSHOP REPORT OF FINDINGS

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Section 1: Work Environment Overview

a) Positives of the Saudi Work Environment

Organization related positives:

<i>Positives</i>	<i>Reasons</i>
<ul style="list-style-type: none">• <i>In general, a high level of safety that encourages employees to perform better at work.</i>• <i>Availability of training and development centers in large organizations for Saudi youth.</i>• <i>Organizations are more accepting of female employment.</i>• <i>Ease and flexibility in the work environment.</i>• <i>Availability of new job opportunities that do not require specific qualifications or degrees.</i>	<ul style="list-style-type: none">• Setting clear standards relating to employees and organizations by the 'labor office'.• Permitting working from home and remote working.• Increased flexibility in working hours.• Ease of employing females.

Employee related positives:

<i>Positives</i>	<i>Reasons</i>
<ul style="list-style-type: none">• <i>A large number of youth who have achieved an international education are ready and eager to enter the work environment and apply their knowledge and expertise.</i>• <i>It is easier now for employees to get acquainted with new practices.</i>• <i>Possibility of mixing the genders and also special needs employees.</i>• <i>Participation of females in the private sector.</i>• <i>Availability of opportunities for training and development that help employees to progress at work.</i>	<ul style="list-style-type: none">• The country's actions to develop the role of Industrial Institutions and Colleges to promote Saudi youth for employment.• Employees are more aware of their rights.• نظام سانيد SANED System which supports employees.

Country related positives:

Positives

- *Variety of working opportunities in different industries and service sectors, rather than only the labor market.*
- *An open market that is attractive to inward investment in terms of launching different types of organizations and businesses.*
- *A clear commitment is given by the government to improve and develop the work environment and workplace.*
- *Social insurance that makes it easy for employees to switch between jobs, as well as to switch between the private and governmental sectors.*

Reasons

- The government support and development of the HR sector in a specific attempt to create a positive work environment across the Kingdom.
- Chambers aid for small and medium enterprises.
- Emphasis on the importance and necessity of employing females which creates new jobs for females.
- Ease of working while still being able to accomplish tasks at home.
- Creating new job opportunities, especially for females and special needs segments, taking into consideration the clause relating to maternity and delivery vacations.
- Reinforcing Saudization
- Continuous support by the Ministry of Labor through revisiting laws and regulations

Negatives_of the Saudi Work Environment

Organizations Related Negatives:

Negatives

- *Differences in work environments depending on the location of the organization.*
- *HR practices/ policies are not different across the different industries, though the work environment is different and each sector requires different types of rules to reflect this.*
- *Unclear vision relating to the working hours in the private sector, especially on weekends.*
- *There is still little attention given to employees' development.*
- *Poor workspace allocation and design.*
- *Poor additional facilities in the workplace.*
- *No standards of communication between employee and manager.*
- *Difficulty of ending the labor agreement.*
- *Weak policies relating to annual increase in salaries as well as incentives.*
- *Family businesses are unorganized and have clear centralization of power.*
- *The centralization of power in the hands of management who are not willing to build a relationship with employees – a bossy environment.*

Reasons

- Cultural differences across the Kingdom. For example, the culture in Riyadh is different than that in Jeddah, north vs. south etc.
- No clear career planning for employees.
- Lack of standards for evaluating employee performance.
- Little time set aside for employee training.
- Unregulated relationship between employer and employees.
- The system that implies the necessity of separating males and females in the workplace does not align with the available design of units for rent or purchase.

Employees related negatives:

Negatives

- *Suddenly males and females start working together without prior training on how to deal with such a different workplace.*
- *Saudi females are more attracted to work outside the Kingdom (mostly in the Emirates) where the work environment is more conducive to female employment.*
- *New entrants receive low salaries especially in small and medium organizations.*
- *Inequality between males and females, especially in the private sector.*
- *Employees are not allowed to hold shares in the company which permit them to receive a share in the organization's revenues after spending a specific period of time at the same organization.*
- *Ability of the Saudi employees to quit the job at any time without any liabilities to the employer.*
- *Distant location of work from residential areas.*
- *Saudization sometimes imposes the employment of unqualified individuals in certain positions.*
- *Job switching is high because companies constantly compete to offer higher salaries and attractive benefits to employees (this problem could be overcome by creating high loyalty levels).*

Reasons

- *Permitting female employment without clear communication about dealing with a mixed environment.*
- *(Employees are not allowed by law to have shares in the organization even if they have spent a long period of time working with the same organization)*

Country related negatives:

Negatives

- *Inflexibility of females and the obstacles they face relating to transportation.*
- *Discrepancy between supply and demand as there is no clear communication of the country's plan for development and hence no clear standards for developing youth to fit the necessary sectors.*
- *Lack of economic diversification can lead to a limited career path in family-run and other small companies.*
- *Unavailability of clear policies relating to employment and the development of handicraft skills.*
- *Universities are still unqualified to prepare students for Saudization*
- *Inaccurate statistics about female unemployment that also include the percentage of females who are unwilling to work in the first place.*
- *No medical insurance after passing a certain age bracket.*
- *Cultural unacceptance for some handicrafts.*
- *The job market lacks employment opportunities for students who study specific specializations such as geography.*

Reasons

- No permission for women to drive
- Lack of cooperation between ministry of labor and small and medium enterprises when it comes to applying Saudization – no clear plans are set which put organizations in a critical situation for achieving their targets
- Educational institutions are not ready for preparing qualified candidates for the workplace

b) Positive and Negative Work Environment Aspects Analyzed by Sector (there were no mentions of either positives or negatives by some sectors):

- Construction, Transportation and Warehousing:

- Positives:

- Availability of a training center.
 - Changing policies to accommodate female employment and increasing the number of female employees.
 - Promoting females to higher jobs that enhance their productivity at work.
 - The Creative Industry (this is usually a sub-sector or department within industries) is characterized by:
 - Flexible working hours due to the nature of a job that sometimes requires employees to work after normal working hours.
 - Diversity in employees' nationalities and genders.
 - Every employee set his own responsibilities and tasks due to the high level of professionalism and flexibility at work.
 - Some organizations depend on workflow codes (a computer program that sets codes to ease flow of work), so if a code proves to be unsuccessful it can be changed without having to change buildings or infrastructure (reducing the costs for the organization).
 - Most employees are risk takers.
 - Small organizations in these sectors are committed to providing the best health insurance, including family insurance.
 - Employees working at small organizations are granted high levels of responsibility accompanied by a high monetary return - for example call center employees are eligible for the high stock options benefit after two years.

- Negatives:

- Lack of support for females' family requirements - some organizations (especially small and medium sized ones) are incapable of providing a nursery facility for the children of female employees.

- Not all employees are trained to work in a mixed work environment.
- Small companies do not have clear set standards and job descriptions.
- There is some reluctance to employ Saudis in factories due to the precise nature of the job and the use of specific techniques.

- Mining, manufacturing and energy:

- Positives:

- The work style can easily accommodate female employment.
 - The food manufacturing sector is now encouraging more females to work in factories.

- Negatives:

- A sector that is highly unappealing and unattractive to most females seeking employment.
 - The manufacturing industry is not attractive to youth, mainly due to the remote location of factories – this makes it even more of a challenge for females.
 - Long working hours.

- Retail:

- Positives:

- The sector employs a large number of Saudis.
 - High focus on training and development regardless of employee rank or job.
 - Speed in promotions, making progress rapid.
 - The sector does not require high levels of education.
 - More open and virtual work environment which lowers the work-related stress level.
 - Clear rules and strategies that make employees fully aware of whether they are in a fair situation or not.
 - Safety, security and loss minimization techniques are the most important rules of work.

- Negatives:

- Long working hours - the main reason that Saudis are reluctant to work in the retail sector is the difficulty in achieving a work- life balance.
- Long working hours is a key reason for the high staff turnover rate.

- Education:

- Positives:

- Commitment to the wellbeing of employees with the provision of a means of comfort and health care.
 - Offering nurseries for working mothers' children
 - National education is different from the governmental and private educational sectors:
 - In the private sector there are plenty of opportunities for career development, especially for females who are encouraged to be creative, authoritative and achieve positions of power.
 - In the government sector, males are more likely to hold positions of power while females do not even have a job title and do not participate in decision making.

- Negatives:

- Dealing with administrative employees as a second class, compared with doctors, for instance.
 - For females - a lack of career planning and promotion in the public sector to the extent that women may be performing tasks for a President Assistant without achieving the title. A larger percentage of the board is occupied by males.

- Finance, Insurance and Real Estate:

- Positives:

- Employees go through tests to identify their strengths and weaknesses to ensure that they are employed the most relevant position according to their abilities.
 - Clear hierarchy of jobs.

- Incentives for employees.
- Equal job opportunities, regardless of gender and nationality.
- Availability of facilities at work; restaurant, nursery, gym (one for males and another for females) etc.
- Friendly, fair work environment – no use of titles among employees, ease of reaching managers without prior appointment, a variety of activities that involve top management, middle management and employees etc. (managers work closely with their employees).
- Dedication to 'employees' as an important asset demonstrated through offering a variety of training, such as communication, technical trainings, soft skills etc. and all training is available to all employee levels.
- Clearly communicated organizational vision and mission to all employees.
- High productivity levels, especially in the finance sector.
- Speed in promotions.
- Success stories in flexibility are:
 - A female married to a pilot who needs to work from home to be able to take care of her children was granted this flexibility and is currently highly productive at work.
 - A female works in the south from home and proves to be highly productive at work.
 - Overcoming other females' challenges such as high transportation cost, uniform cost, child care etc. by granting females allowances for all these elements.

Negatives:

- Though having variety of nationalities in the same workplace is considered a benefit, it does not enable employees to mingle easily together which can have a negative effect on employee loyalty.

- The high level of pressure in the insurance sector which increases the staff turnover rate.
- Females face an increased challenge compared with males in the sales sector as they can only perform their job via phone calls – this means that it takes them longer to reach their targets.
- In some organizations, the work has been increasing, leading to a demand for an increase in the number of employees which is not accompanied by an increased workspace. This lack of space makes employees feel uncomfortable at work.
- Sometimes the industry itself experiences a recession.
- Long working hours compared with other industries.
- High stress levels in the banking sector, which makes people reluctant to apply for jobs and increases the staff turnover rate.
- Some employees choose to quit their jobs to complete master degrees.
- Lack of parking areas for employees.
- Employees used to undermine each other's roles, however this problem is currently being addressed by rotating employees across different tasks.

- Health and Social Services:

- Positives:

- Flexible working hours.
 - New work owners deal equally with all employees and consider them as partners.

- Negatives:

- Job titles constitute a big challenge for the owners of new businesses.

- Hotels, IT and telecom:

- Positives:

- Promoting a healthy work- life balance.
 - Increase in the number of female employees especially in HR.
 - Continuous training.

- Clear career planning for all employees.
- Giving high attention to promising talents.
- Preserving an ethical rule of conduct among all employees.
- Friendly work environment among owners and employees.

Negatives:

- Employees' rejection of an open work environment.
-

- Governmental sector:

Positives:

- Flexible, short working hours
- Granting females the opportunity to work in leadership positions.

Negatives:

- Some sectors are not well paid, for instance, Information Technology (IT), especially in the governmental sector.
- No clear set of rules to apply penalties on employees who violate the rules.
- Unfair strategy for promotions.

- Companies that do not employ females:

Positives:

- Employee benefits, such as: housing loans, saving box etc.
- Open door strategy.

Section 2: Females in Work Environment Assessment:

- On a general note, female employment is perceived to be beneficial only if:
 - The industry itself suits females.
 - The workplace itself does not differentiate between males and females in terms of benefits while abiding by cultural norms in separating the two genders.
- Saudi in general is currently undergoing a huge transformation regarding female employment. The level of cultural acceptance of working females is drastically increasing. In Jeddah there is an even higher level of acceptance for mixed work environments in an attempt to raise the overall idea of a mixed culture.
- Even males admit that there are some areas/ tasks in which females perform better than their male counterparts and wish for equality in dealing with both genders. However, there were a few suggestions that this could create problems in environments where females aim to prove that they are better than their male counterparts.
- Benefits of hiring females on the work environment:
 - The work environment becomes more professional and highly competitive.
 - The entrance of a new segment into the work environment adds new points of view and directions that can benefit the work as a whole.
 - A mixed environment encourages better behavior between genders in general.
 - Higher levels of productivity and efficiency and the ability to handle higher workload.
 - The proficiency of females can reduced dependency on expats.

However, in the retail sector the inclusion of females has lowered the dependency on males which created some problems for both genders.

Challenges Facing Jeddah Females in the Work Environment:

- Even though the idea of female inclusion in the work environment was seen to have really high benefits, there were still some negatives/ challenges to be overcome.
- Challenges related to females:
 - Single females do not usually set limits when dealing with their male counterparts at work.
 - Females working can overload them and result in less attention to family needs – there is a difficulty in balancing work and family needs.
 - Females' family conditions (including pregnancy and delivery) could negatively impact the workflow especially if they hold leadership positions.
 - If the organization is fully employing only females, there is a high chance of an increased hostility among females.
 - Females generally are less tolerant of criticism compared with males.
- Challenges related to workplace/ environment:
 - Difficulty of transportation because the law bans females from driving. There is an additional problem regarding the limit of use of public transportation (a severe problem facing the manufacturing sector).
 - The difficulty females face in attaining leadership positions.
 - The difficulty of finding supporting facilities (such as nurseries) across the branches of an organization, time off work related to pregnancy and delivery etc.
 - Lack of cultural understanding for functional participation at work.
 - In the retail sector, language presents another challenge alongside transportation.
 - Long working hours in the private sector.
 - Dealing with female employees as second degree employees.
 - Training females to face the challenges of the work environment.

- It is difficult for females to work after normal working hours – which limits the availability of employees in cases of emergencies at work.
- Lack of strategies and regulations for both genders on ways of dealing with each other and cooperating.
- Some companies still prefer to hire single females to avoid the impact of her family obligations. Therefore, married females should have better support to overcome the challenges that she face both at work & home

c) Importance of Employing Females in the Work Environment, Is there a Need for Females in the Work Environment?

- There were agreements on certain skills and qualities that females possess that are important and required in the job market:
 - Females are known to be meticulous and attentive to details which benefits companies in specific jobs.
 - Females are more analytical, making them good planners.
 - Companies receive benefits from the government when balancing the work environment.
 - Males sometimes reject taking over some tasks that female employees willingly accept.
- Organizations also face some issues that result in a need to recruit females such as:
 - New governmental regulations for Saudi female employment percentage.
 - Social pressure.
 - Female productivity is generally higher than male productivity.
 - Females are more reliable and punctual at work.
 - Females are always willing to share their knowledge and expertise.
 - They accept lower salaries than males.

- In the retail sector; job rotation for females is far less than for males.
- Making use of the benefits remote working which saves space for organizations, while having the job efficiently done at the same time.
- Usually an environment that involves females is more organized which makes the work environment more relaxed.

d) Reasons behind Females' Rejection to Work in the Private Sector:

- There are several challenges that limit females' participation in the private sector such as:
 - Long, inflexible working hours and sometimes extended working hours.
 - Little consideration for females' private life requirements – inflexibility.
 - Lower salaries.
 - Social rejection.
 - Difficulty of transportation or distant work location.
 - Harsh work environment.
 - Mixed workplace that is sometimes rejected by families.
 - Some females (even those who specialize in industrial engineering) reject working in factories.

Sectors that are Unsuitable for Female Employment:

- As a general rule, applying a strict regime that protects women from all types of harassment can widen the scope of female-acceptable jobs.
- Females also mentioned that they are not reluctant to accept jobs in certain sectors. They are open to applying for jobs in a variety of sectors. However, the job description itself is the key aspect upon which they base their decision.
- Examples of sectors that are unsuitable for females (all of which include high level of involvement with males as well as tough, harsh jobs) include:
 - Law
 - Reviewing governmental departments
 - Industrial factories as these are usually in remote locations
 - Construction, distribution and warehousing
 - Sales
 - Electricity companies (supply, transportation, and distribution)
 - Fieldwork
 - Heavy industries/ mines and industries related to any hazardous materials:
 - The gases produced in these industries are perceived to negatively affect females' health
 - Aviation especially as an airhostess
 - Financial investment, to avoid a mixed environment
 - Petrochemicals (lack of educational institutions for females in this industry in addition to the remote work locations).
 - This is a challenging sector as the government sometimes sends inspectors to check whether males and females are working together or not. If an inspection proves there is a mixed environment, then penalties are applied on the organization which result in firing all the females to avoid any problems with the government.
 - Electricity (perceived to be dangerous for pregnant women)

- IT and networking as these are usually mixed environments and some families reject this idea.
- Army jobs
- The title of specific jobs may be unattractive for some females such as clerical work could be changed to coordinator, typist, and government affairs expedite "Moa'keb'".
- Some sectors that are culturally looked down upon such as:
 - Nursing
 - Waitress work
 - Sales (especially the sales jobs that require transportation due to its difficulty for females)
 - Nurseries (as sometimes they will have to clean nappies)
 - Cleaners

Certain sectors have undergone some changes to face these challenges and create a workplace that is suitable for female employment, such as:

- Construction, transportation and Warehousing:
 - Increasing the number of females working in HR and consideration given to promoting hard workers.
- **Education:**
 - Transparency in explaining decisions and policies to all employees.
 - Clear communication of salaries across ranks to encourage them to better perform their jobs and reach higher positions.
- **Finance, insurance and real estate:**
 - No pay gaps among males and females.
 - Granting females higher positions.
 - Most girls at schools do not get enough information about the various jobs available in the job market. An initiative was launched to conduct workshops at schools and expose girls to the various jobs awaiting them in the job market.

- Applying the legal guardian policy “Mahram” that allows him to accompany his wife/ daughter/ sister while travelling.
 - Establishing a nursery at work.
 - Granting female extra 5 days for emergency leave due to family requirements.
- **Hotels, IT and Telecom:**
- Applying flexible working hours.
 - Offering cars with a driver to ease transportation.
 - Offering jobs based on the practice of remote working.
- **Governmental sector:**
- New mentorship policies are in progress.

Section 3: Comprehensive Assessment of the four Dimensions

- Though dimensions were seen relevant to all industries and sectors, the policies and procedures needed to measure them still need to be clarified.
- Dimensions definitions were also perceived to be insufficient in giving a full meaning of the dimension.
- The added value of applying these dimensions would be:
 - Enhanced employee loyalty
 - Encouraging employees to work efficiently and reach higher levels of productivity
 - Higher level of transparency that enhance creativity.
 - Creating an attractive workplace for many employees.
 - Creating an ideal workplace environment.
 - Establishing a competitive environment among organizations so that each will strive to perform better.

There were some suggestions made to better articulate the dimensions and make them clearer:

- "Employer and Culture" dimension:
 - It is suggested that this be renamed "Loyalty and Culture" to assess the level of loyalty of employees.
 - The employer is the key figure in the organization who decides on strategies, hence he could have a separate dimension on its own.
 - Add employees' relationship with one another and their relationship with their managers.
 - Should measure turnover rate and check the duration employees spend in the organization.

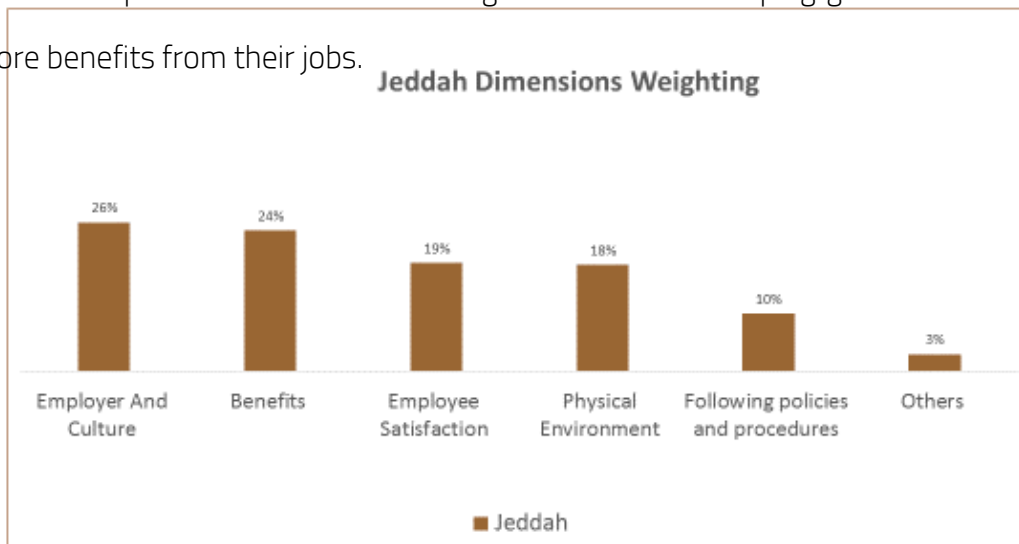
- An assessment of whether the culture is attractive and helps employees to be productive or not is important.
 - The employer is also expected to include employees of different backgrounds, religions, age brackets etc. to share knowledge.
- **“Benefits” dimension:**
 - Confining the meaning to only monetary benefits was not highly appealing. Widening it to encompass the development of employees, training, career planning services etc. will add richness to the work environment.
 - Making sure to cover the balance between workload and break time so as not to overburden employees.
 - It was suggested this be divided into:
 - Monetary benefits that relate to financial returns.
 - Non-monetary benefits that relate to training and development.
- **“Employee Satisfaction” dimension:**
 - Should be titled “Employee Loyalty” to assess the level of affiliation of employees to the organization.
 - Should have clear explanations of the parameters, procedures, policies and code of conduct relating to employee behavior.
 - Assessment of turnover rate is important to measure staff loyalty.
- **“Physical Environment” dimension:**
 - Should assess:
 - The means upon which organizations positively progress.
 - The adherence to cultural norms and traditions.
 - Geographical location of the organization to test the ease of reaching it, especially for females for whom transportation is a key barrier to work.
 - Allowing small and medium enterprises to have mixed workplaces.

- Ease and convenience of transportation methods for special needs employees.
- Providing safe exit routes.

○ Other added the following dimensions:

- "Governmental Policies and Procedures" to assess whether organizations follow the policies set by the government to regulate the work environment.
- "Foreign Expertise" as this enables Saudis to keep up to date with international practices.
- "Knowledge Investment" that encourages creativity, innovation etc.
- "Company size and type" has to be taken into consideration – when assessing the same aspect in a large international organization or a small organization, this should be based on different measurements.

- In Jeddah, the importance of the dimensions seemed to be somehow different than that in Riyadh where more importance is placed on the "Benefits" and "Employer and Culture" dimensions as business representatives showed a high interest in developing good relationships and obtaining more benefits from their jobs.



Section 4: Indicators Assessment & Evaluation

e) "Employee and Culture" Dimension – Indicators Evaluation:

- On a general note, there was a perception that the indicators do not reflect the culture aspect of the dimension.
- Mining, manufacturing and energy representatives emphasized the importance of establishing a code of conduct for women's employment against which the performance of organizations regarding any female-relevant issue can be assessed and measured.
- Recruitment:
 - Though recruitment is part of any organization's job, sometimes organizations put this on hold for different reasons (or they do not keep recruiting new employees on regular basis). Therefore, measuring the effectiveness of the work environment on recruitment was perceived somehow to be unfair for specific companies.
 - Suggestions for improvement include:
 - Measuring the percentage of applicants vs. the rate of their acceptance as well as staff turnover rates.
 - Specifying which group of employees a recruitment drive will balance. Expectations were to include: different age brackets, genders, nationalities, experiences, religions etc.
 - Measuring turnover rate.
- Participation:
 - There was consensus on the importance of training and development in any organization as these are essential for developing employee loyalty and enhancing overall productivity.

- However, the title participation was perceived to be ineffective in conveying a strong meaning. Therefore, it was suggested that this be changed to 'Empowerment' or 'Engagement'.
 - Some also believed that training and development techniques could be included with the 'Employee Satisfaction' dimension because providing employees with the right tools to improve their skills is highly related to their satisfaction levels within their jobs.
 - Adding ownership participation that allows employees to have a share in the organizations' stocks
- Influence:
 - Relevant
 - Pay gaps:

Believed to be an important indicator, yet:

 - More relevant to the 'Benefits' dimension as salaries are part of the benefits granted to employees.
 - Should include diminishing pay gaps across nationalities as well. Wages should be based on job evaluation regardless of gender or nationality
 - Suggestions for the improvement of the dimension and its indicators:
 - Measuring the relationship between managers and employees
 - Splitting 'Culture' to be placed in a separate dimension and the inclusion of a means of measuring employee loyalty.
 - Measuring the extent to which the job fits the qualifications of the employee 'Employee Job Fit'.
 - Adding an indicator that covers the procedures and governance.

Effect of Applying the Indicators on Evaluating the Work Environment:

Positives:

- Encourages business owners to perform better and pay high attention to manpower and consider the workforce as an important asset.

- In sectors where there are many competing organizations, they could be beneficial in creating a competitive environment where each organization strives to perform to its best.
- Improvement in the performance of Saudi employees.
- The job market will be more attractive for females given that there are specific policies to guarantee a healthy work environment for them.

Negatives:

- Some organizations might not benefit from them and this could result in the organization's closure (if not applied).
- In sectors with few players, the big player is the one who will benefit, and small players will be unable to cope with the competition.

f) "Benefits" Dimension – Indicators Evaluation:

On a general note, all indicators were seen as relevant to the "Benefits" dimension

- Flexibility and PTO:
 - It was suggested that other sub-indicators need to be added to better assess this indicator :
 - Flexible working hours.
 - Leave that allows employees to travel for studying purposes.

- Pension and Allowances:
 - Pensions and allowances are perceived to be a vitally important component of employee benefits.
 - Some other allowances to be assessed:
 - End of service allowance.
 - Discounts at various places.
 - Allowances during vacations.
 - Loans without interest; housing, car etc.
 - Saving box for each employee.
 - Gifts for newborns, marriages etc.
 - "Employee of the Month Program" to be held on a monthly basis with prizes
 - Education, training and development activities and opportunities for the children of employees.

- Health care and insurance:
 - Considered as an important issue when measuring the work environment
 - The broader the health care and insurance are, the higher the benefit to the employee. In other words, it should be assessed on whether health care and insurance should include only the employee or his/her family and parents as well.

- Maternity and childcare:
 - Highly relevant to the benefits dimension.
 - Providing nurseries for working mothers is now becoming more and more important when evaluating the work environment, given the increase rate of female employment.

Effect of Applying the Indicators on Evaluating the Work Environment:

Positives:

- Benefits have a significant impact on employee satisfaction levels and give them a sense of job security which results in a lower staff turnover rate.

- Promoting a new culture in which employees feel that they are an important part of the organization.
- Higher level of job attraction for organizations that apply the benefits dimension, especially when considering new graduates.

Negatives:

- Increased costs for some organizations which could negatively affect revenues.

g) Employee Satisfaction'' Dimension – Indicators Evaluation:

- All required changes have to do with the wording of the indicators
- Though the indicators somehow measure the level of employee satisfaction, all other elements mentioned in the benefits dimension also greatly affect the satisfaction level. Hence, there was a general feeling that the dimension is lacking somewhat in value and depth.
- Contribution:
 - Some words, if changed, were perceived to be more meaningful:
 - Change "Employees acceptance to organizations' strategies'' to be "Employees' support for organizations' strategies''
 - Though being aligned on the organization's strategy is a key aspect in productivity, it is not key in assessing employee satisfaction within their jobs.
- Harassment:
 - Suggested to be renamed as "Policies and Procedures/ Safety and Security'' to widen the scope of the rules of conduct
- Perception:
 - The name of the indicator is not particularly meaningful and it is suggested to be changed to "Awareness''
 - Limiting it only to females is confining. It was perceived to also include:
 - Perception on expat employees/ foreign employment.
- Indicators to be added:
 - "Complaints, fines, issues'' on an organization.
 - "Employee Rights'' that assess the level of granting employees their rights without them having to fight for them.
- Effect of Applying the Indicators on Evaluating the Work Environment:
 - Positives:
 - High employee satisfaction results in a lower staff turnover rate.

- It empowers women to file complaints whenever they face harassment.

h) "Physical Environment" Dimension – Indicators Evaluation:

- **Workspace:**

- Relevant to the dimension and to evaluating the work environment.
- Aspects that were recommended to be added to the workspace indicator include:
 - Degree to which the furniture is suitable for the type of work being undertaken.

- **Facilities:**

- Availability of such facilities provides employees with a comfortable environment in which to work that helps them to be more focused and productive
- Aspects that were recommended to be added to the facilities indicator include:
 - Parking spaces for employees
 - Remote organizations should add some facilities to ease transportation, especially for female and special needs employees.
 - Degree to which the furniture is suitable for the type of work being undertaken.

- **Security and safety:**

- Relevant to the dimension and to evaluating the work environment.
- Measuring the availability of equipment and tools needed for employees to safely perform their jobs is really important in creating a high level of safety and security.

- **Suggestions for other indicators:**

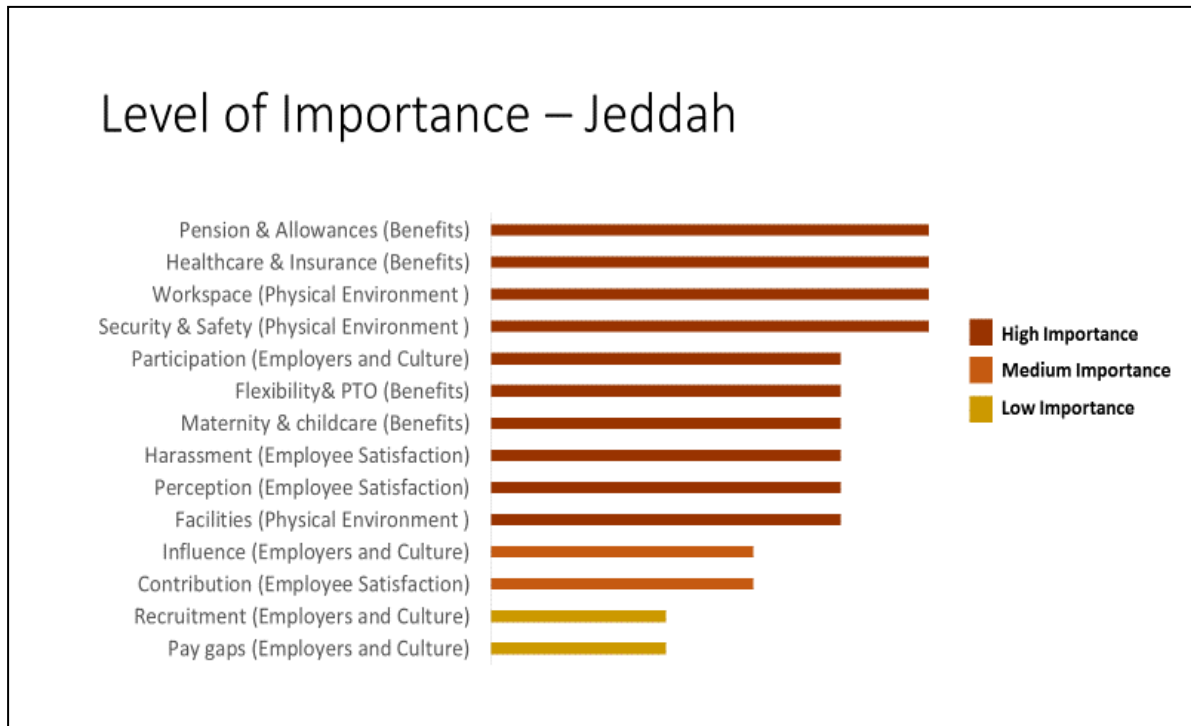
- "Geographical location of the organization" which should also include any facilities that facilitate employees' transportation requirements.

- **Effect of Applying the Indicators on Evaluating the Work Environment:**

- Positives:

- High employee satisfaction results in a lower staff turnover rate.

- Creating employee awareness about the necessity of considering these indicators when evaluating the work environment.



Section 5: The best methods for communicating the Index and these measurements to the public

Identified Means of Communicating the Dimensions and Indicators to Employees and Organizations:

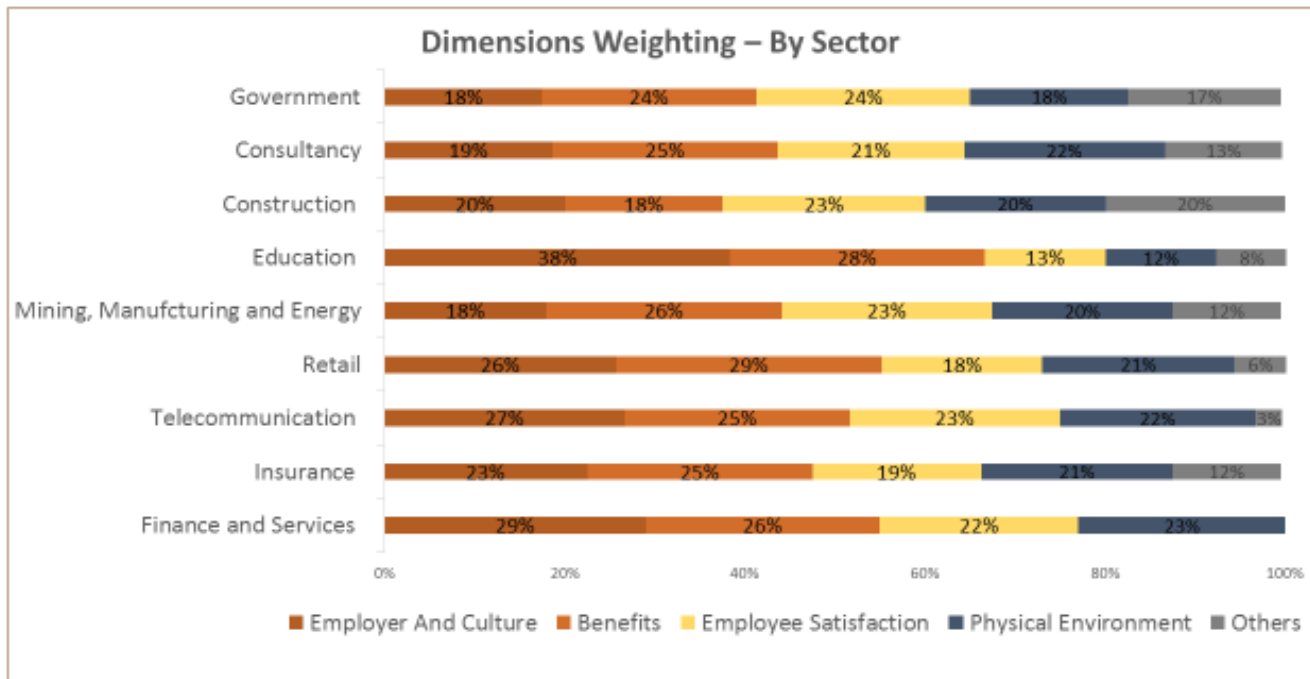
- Most Effective Means of Communication:
 - Holding conferences or workshops that involve representatives from different organizations to explain the process and its benefits.
 - Direct meetings with representatives from organizations to explain dimensions and indicators and inform them of the assessment tools available.
 - Creating special groups (on social media) of different organizations and developing programs and awards for organizations that carry out best practices as a means of encouraging others.
 - Ministry of Labor to manage workshops and impose policies that all companies should abide by.
- Ways to influence and educate companies on how to create a better work environment:
 - Events and promotional campaigns.
 - Establishing role models through internal workshops at different organizations.
 - Establishing laws and regulations that all employees and management adhere to.
 - Involvement of the Ministry of Labor which holds the data of all organizations. The ministry laws and regulations become mandatory for both the private and public sectors.
 - Creating awareness through social media and announcing best practices on these social media platforms.
 - Training HR teams on the new assessment criteria so that they can be applied to their organizations.
 - Sending emails to top management following up on the progress and the effect of applying the new dimensions and indicators on their work environments and announcing any news about workshops, conferences, forums, best practices etc.
 - Chambers can be effective in communicating to specific organizations as they have their own databases.

- Involving a governmental institution in power and control that establishes the laws and regulations that all organizations must comply with.
- Showing best practices and developing a competitive environment for organizations through which each organization will be willing to prove itself productive, effective and positively regarded by its employees.
- Delivering educational workshops on the dimensions and indicators and assessment tools to build a generation that is willing to change and can cascade the knowledge down to others.
- Establishing a governmental award for one best practice that has a significantly positive effect on the work environment.
- Follow up from the party in rule is important so that organizations feel the urge to continuously improve.
- Demonstrating to organizations international best practices that have helped organizations to improve the work environment in order to create a desire for change within those organizations.
- Recruitment agencies can help cascade the learning and improve their clients' work environments.
- Ads promoting workshops and competition on recruitment websites.
- Holding workshops at schools to educate students about the job market early on.
- Developing a booklet on an annual basis that has all set policies, procedures, best practices, case studies etc. in one convenient format so that organizations can make use of it throughout the year.

Appendices

APPENDIX 1 : Dimensions & Indicators weighting and Ranking by Sector

1) Dimensions Weighting by Sector

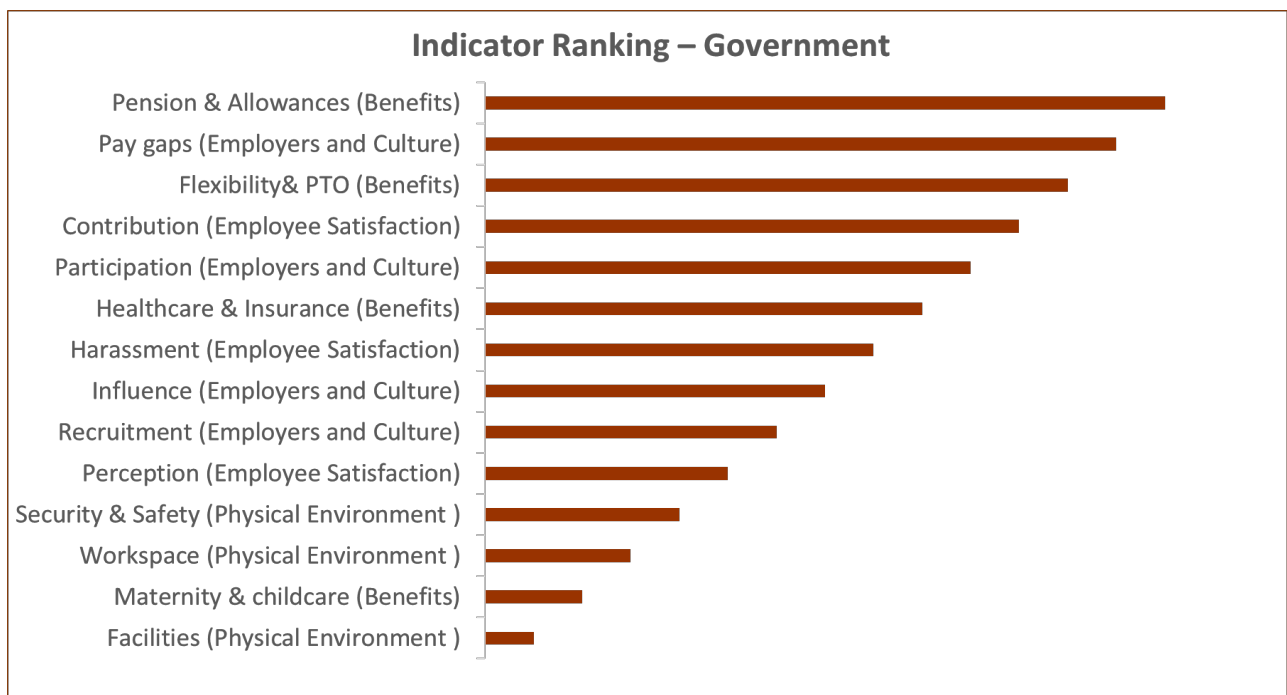
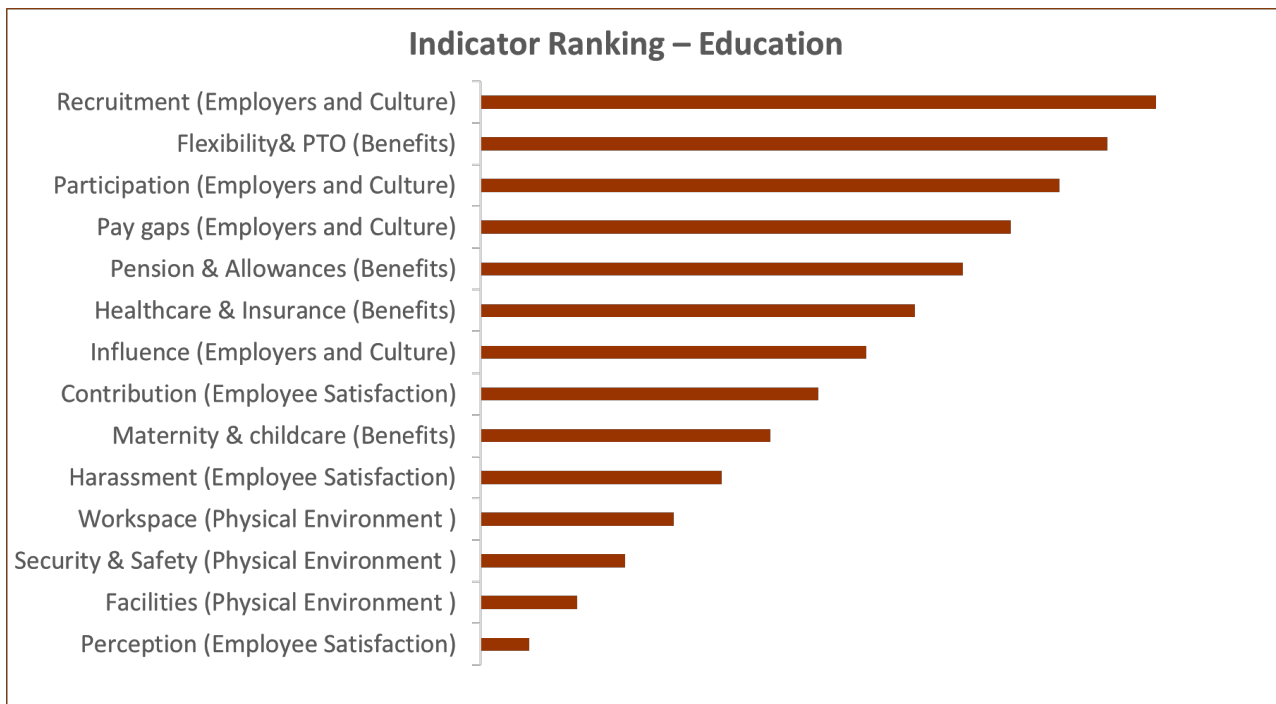


Regardless of the sector in place more or less weight of the dimensions were close, the only standing out sector is education where they gave a heavier weight on employer and culture and Benefits

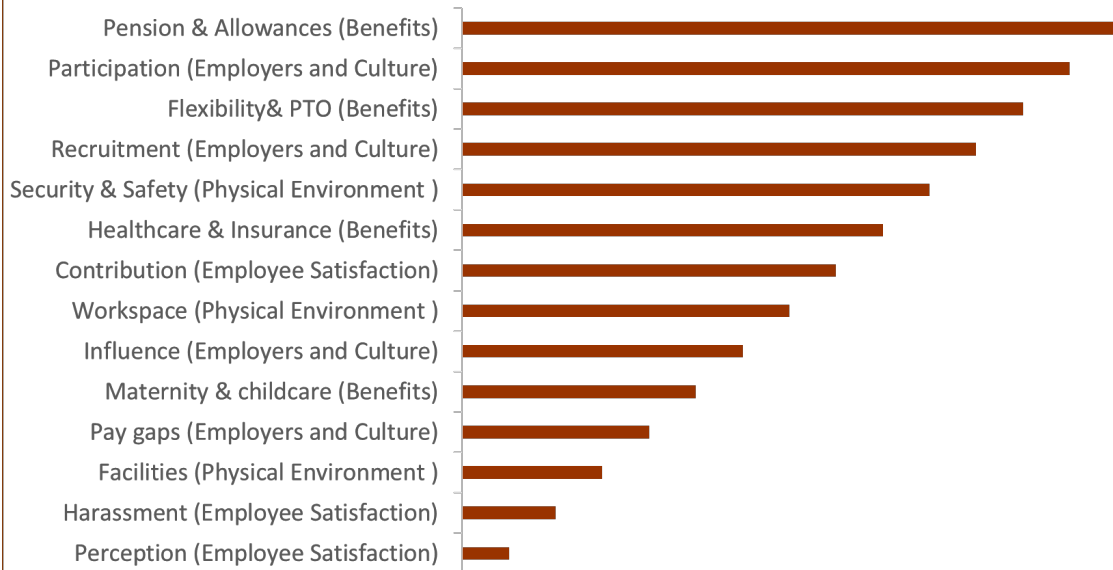
2) Indicators Ranking by Sector

It is clear that across all sectors, consistently, the employer and culture as well as the benefits dimensions are still the highest scoring.

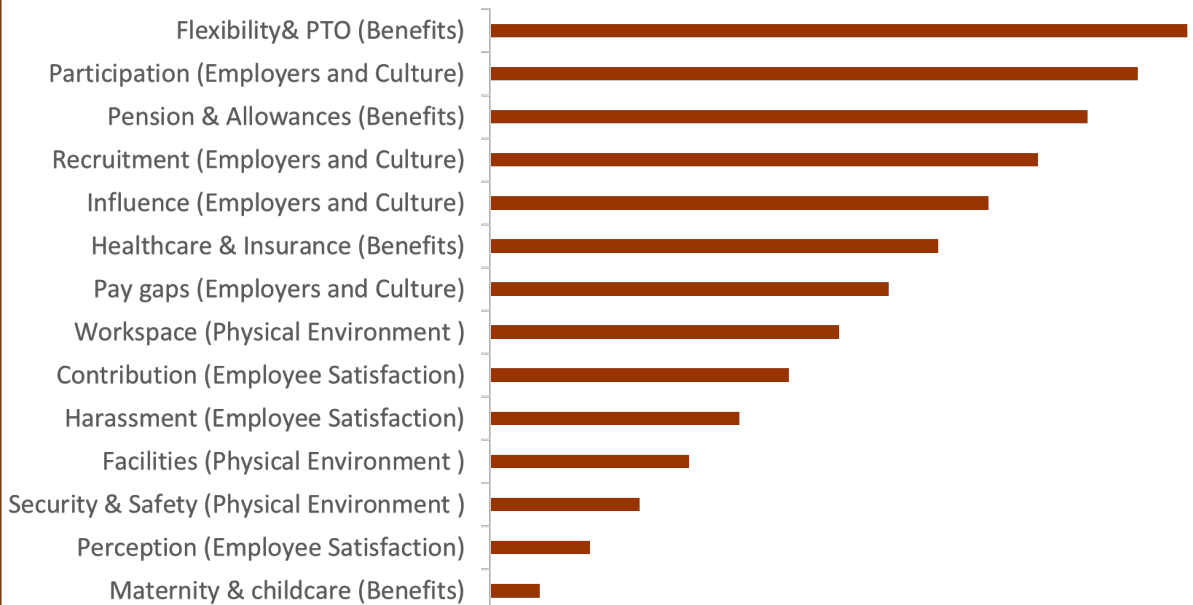
As for the indicators, Flexibility and PTO and Pension and Allowances are extremely important indexes across all sectors which indicate a clear gap in the working environment. Pay gaps as well seem to be a problem across all sectors with high significance in insurance and governmental sectors followed by education, retail, manufacturing, mining and energy sectors.



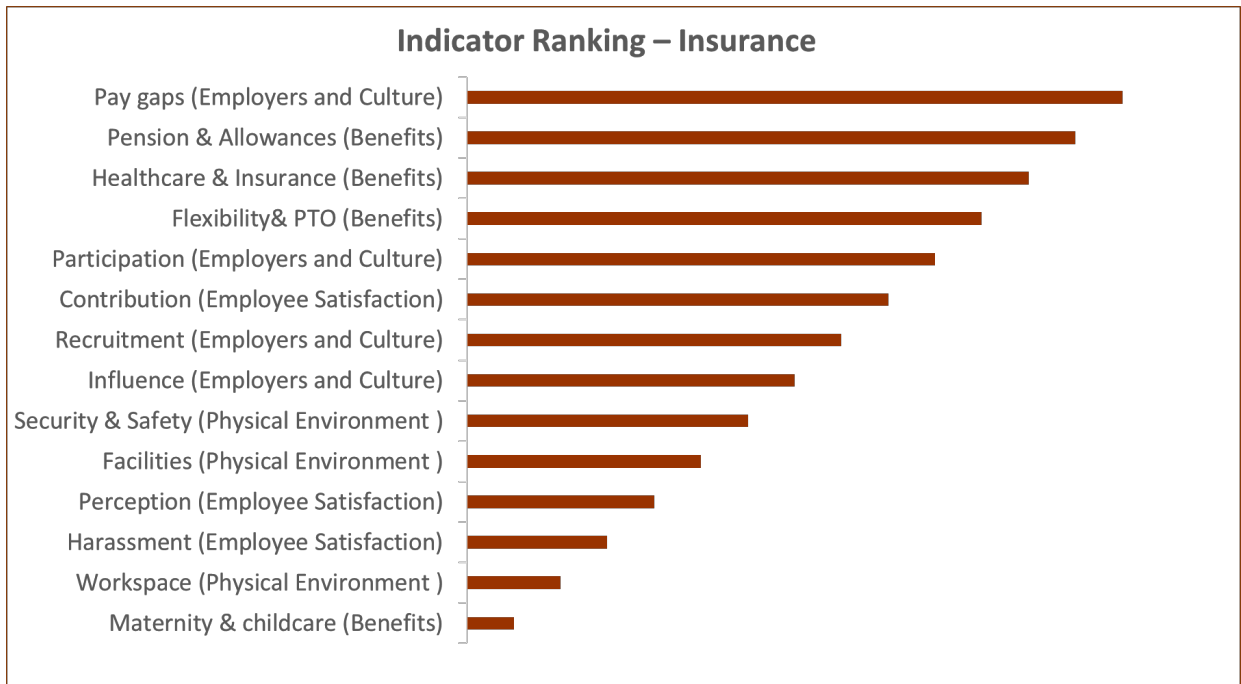
Indicator Ranking – Finance and services



Indicator Ranking – Manufacturing, Mining and Energy



APPENDIX 2 : Workshops Discussion Materials and Forms



القسم الثاني: تقييم الوضع الحالي لبيئة العمل

الجزء (أ) : الصورة العامة

هذا القسم يتحدث عن بيئة العمل المثالية والحالية بالمملكة

أولا : بيئة العمل بالمملكة العربية السعودية بشكل عام

- ماهي الإيجابيات المتوافرة لدينا ببيئة العمل السعودي الحالية و بشكل عام؟
- ما هي جميع السلبيات في بيئة العمل السعودي الحالية بشكل عام؟

ثانيا : بيئة العمل الحالية (مقر العمل)

- ماهي الإيجابيات في بيئة عملكم الحالية؟
- ما هي كافة الإجراءات التي تتخذها لتعزيز هذه الجوانب الإيجابية؟
- ما هي السلبيات الموجودة حاليا في شركتكم؟ ماذا أيضا؟
- لكل عنصر سلبي، ما هي الأسباب التي جعلتكم تواجه هذا الجانب السلبي؟ ماذا بعد؟
- ما مدى تأثير هذه العناصر السلبية على أداء الموظف/ أو أي من الزملاء في العمل؟ لماذا؟
- لكل عنصر سلبي، كيف يمكننا التغلب عليه وتحويله الى جانب إيجابي؟ كيف ذلك؟

القسم الثاني: تقييم الوضع الحالي لبيئة العمل

الجزء (ب) : بيئة عمل المرأة

هذا القسم يتحدث عن بيئة العمل الحالية للمرأة بالمملكة

- بالنسبة لتواجد المرأة في مكان العمل، ما تأثير ذلك على مكان العمل بشكل عام ؟
- هل تواجههم في مكان العمل يعتبر إضافة إيجابية أم سلبية؟ ولماذا؟
- ما هي كل التحديات التي تواجهها المرأة من وجهة نظرك في بيئة العمل حاليا بعد ان يتم تعيينها؟ ماذا بعد؟
- بشكل عام، ما الذي يجعل الشركة في حاجة لتوظيف الإناث للعمل؟ ماذا بعد؟
- لماذا في رأيكم ترفض بعض السيدات العمل في القطاع الخاص؟
 - هل هناك قطاعات معينة ترفض المرأة العمل بها؟ ما هي؟ ولماذا ترفض؟
 - هل هناك وظائف معينة ترفض المرأة العمل بها؟ ما هي؟ ولماذا ترفض؟
- هل هناك اي تغييرات قمتم بها انتم شخصا للتغلب على التحديات التي تواجهكم و تهيئ بيئة عمل أفضل لهن؟ ما هي؟
- ما هي الصناعات التي لا تناسب عمل المرأة ؟ ولماذا (التحديات التي قد تواجههم) ؟ وما هي الحلول المقترحة ؟

القسم الثاني: تقييم الوضع الحالي لبيئة العمل

الجزء (ب) : بيئة عمل المرأة

هذا القسم يتحدث عن بيئة العمل الحالية للمرأة بالمملكة

أسئلة موجهة لـ (الأشخاص / القطاعات) الغير موظفة للمرأة

- ما هي كل التحديات التي تواجهها الشركات من وجهة نظرك لتوظيف المرأة؟ لماذا لا توظف المرأة في بعض الشركات؟ *حُث علي اجابات متعددة*
- برأيك، ما هي كل الحلول الممكنة لمواجهة و التغلب على هذه التحديات التي تواجهها الشركات؟ كيف يمكن تطبيقها؟
- برأيك، ما هي كل الحلول و الوسائل الممكنة لمواجهة و التغلب على هذه التحديات؟ كيف يمكن تطبيقها؟

القسم الثالث: تقييم الأبعاد الأربعة

- بشكل عام، ما رأيك في هذه الأبعاد الأربعة الرئيسية (صاحب العمل و الثقافة، المزايا، رضاء الموظف، مكان العمل) كعناصر اساسية لتقييم بيئة العمل في الشركات؟ ماذا أيضا؟ لماذا تظن ذلك؟
- هل تتفق مع تعريف كل بعد منهم ؟ لماذا ؟ لما لا ؟ كيف يمكن تعريفها بشكل افضل من وجهة نظرك ؟ ولماذا؟
- ما مدى صلة كل بعد و تأثيره على بيئة العمل بالنسبة للموظفين؟ لماذا؟
- ما هي القيمة المضافة التي قد تنتج عن تطبيق هذه الابعاد ؟ لماذا؟
- باعتقادك هل هناك أي إضافات ينبغي أن تضاف إلى هذه الأبعاد الرئيسية؟ ما الذي قد تضيفه؟ لماذا؟
- باعتقادك هل هناك أي شيء ينبغي أن يحذف أو ليس له صلة بالموضوع؟ لماذا؟
- هل هناك أي من هذه الأبعاد التي قد لا تتناسب مع نوع محدد من الصناعات أو القطاعات؟ أي منها قد لا يتناسب؟ لماذا؟

القسم الرابع : تقييم المؤشرات الرئيسية لكل بعد

يتم سؤال الاسئلة التالية لمؤشرات كل بعد على حدة

- بشكل عام، ما هو رأيك حول كل مؤشر على حدة؟ لماذا؟
- هل تناسب مع بعد " اسم البعد "؟ اذا لا، أي منها لا تناسب ولماذا؟
- هل المؤشرات الموضوعية تلبي غرض تقييم (إسم البعد) كمؤشر لبيئة العمل للشركات؟ اذا لا لماذا؟
- ما هي المؤشرات التي تعتقد أنه يجب إضافتها والتي لم يتم تغطيتها حالياً.

تقييم المؤشرات الرئيسية

الأبعاد الأربعة (كل على حدة) وتعبئة نموذج رقم (2)

- في نظرك، ما هو أهم مؤشر من بين جميع المؤشرات؟ لماذا؟ (قم بالترتيب) الرجوع إلى النموذج رقم (2) وترتيب المؤشرات لكل بعد حسب الأهمية بالنسبة للمشارك
- ضع وزناً لكلٍ من هذه المؤشرات من ناحية الأهمية ومدى تأثيرها على البعد كيف ستقسمها من 100%؟ أي وزن ستعطي كل مؤشر؟ الرجوع إلى النموذج رقم (2) وتعبئة الاوزان من 100%.
- ما هي توقعاتك من الشركات إذا اعتمدت هذه المؤشرات الخاصة بهذا البعد (يتم تناول الأبعاد الأربعة) في عملية التقييم بيئة العمل وتم العمل على أساسها؟
- كيف سيؤثر ذلك على مكان العمل؟

القسم الخامس: تحديد أهمية جميع الأبعاد و المؤشرات

- ضع تقييمك لأهمية كل مؤشر على حدا (1 كونه الأكثر أهمية و5 كونه الأقل)
- رتب المؤشرات ادناه من 1 إلى 14 (1 كونه الأكثر أهمية و14 كونه الأقل فعالية في تقييم بيئة العمل) مع ذكر السبب لترتيبكم لأول خمسة مؤشرات باستخدام النموذج (3)

القسم السادس: طرق التواصل وتوصيل المعلومة للشركات

- إذا أردنا أن نوصل أفكارنا ومعتقداتنا للموظفين والشركات الأخرى، ما هي أفضل وسيلة للقيام بذلك؟ ماذا بعد؟
- ما هي الطرق التي قد تساعد على تثقيف الشركات والتأثير عليها حول كيفية خلق بيئة عمل أفضل؟ لماذا؟

- من بين جميع وسائل الاتصال المقترحة، اختر أفضل ثلاثة طرق التي بنظرك قد تكون أكثر فعالية؟
- لماذا تم اختيار هذه الوسائل بالتحديد؟

نموذج رقم (1)

تقييم الأبعاد الأربعة من ناحية الأهمية ومدى تأثيرها على بيئة العمل

رقم المجموعة : ()

			القطاع الذي تعمل به
			المسمى الوظيفي
+45 <input type="checkbox"/>	45-35 <input type="checkbox"/>	35-25 <input type="checkbox"/>	الفئة العمرية
إمرأة <input type="checkbox"/>		رجل <input type="checkbox"/>	رجل أو امرأة

أ) تقييم الأبعاد الأربعة

- بالنسبة للتقييم، ينبغي أن يكون مجموعها يساوي 100% مع إعطاء النسبة الأكبر للبعد الأكثر أهمية لتقييم بيئة العمل

التقييم	الأبعاد
	صاحب العمل و الثقافة
	المزايا
	رضاء الموظف
	مكان العمل
100%	المجموع

نموذج رقم (2)

ترتيب المؤشرات لكل بعد حسب الاهمية

(ب) ترتيب وتقييم المؤشرات بالنسبة لكل بعد على حده

- بالنسبة للتقييم، ينبغي أن يكون مجموع المؤشرات للبعد الواحد يساوي 100% مع إعطاء النسبة الأكبر للمؤشر الأكثر أهمية لتقييم بيئة العمل
- بالنسبة للترتيب يكون من 1 إلى 4 (1 كونه الأكثر أهمية و 4 كونه الأقل فعالية في تقييم بيئة العمل)

ملاحظات	التقييم	الترتيب	المؤشرات	الأبعاد
			التوظيف	صاحب العمل و الثقافة
			المشاركة	
			التأثير	
			الفوارق في الأجور	

			المرونة والاجازات مدفوعة الأجر	المزايا
			المعاش والبدلات	
			الرعاية الصحية والتأمين	
			الأمومة ورعاية الطفل	

			المساهمة	رضا الموظف
			المضايقات	
			الإدراك	

			مساحة العمل	مكان العمل
			المرافق	
			الأمن والسلامة	

نموذج رقم (3)

ترتيب المؤشرات لكافة المؤشرات مجتمعة حسب الأهمية

ب) ترتيب المؤشرات لكافة الأبعاد

- ضع تقييمك لأهمية لكل مؤشر على حده (1 كونه الأكثر أهمية و5 كونه الأقل)
- رتب المؤشرات ادناه من 1 إلى 14 (1 كونه الأكثر أهمية و14 كونه الأقل فعالية في تقييم بيئة العمل) مع ذكر السبب لترتيبكم لأول خمسة مؤشرات

الأسباب	الترتيب من 1 إلى 14	الأهمية من 1 إلى 5	المؤشرات	الأبعاد
			التوظيف	صاحب العمل و الثقافة
			المشاركة	
			التأثير	
			الفوارق في الأجور	
			المرونة والاجازات مدفوعة الأجر	المزايا
			المعاش والبدلات	
			الرعاية الصحية والتأمين	
			الأمومة ورعاية الطفل	
			المساهمة	رضا الموظف
			المضايقات	
			الإدراك	
			مساحة العمل	مكان العمل
			المرافق	
			الأمن والسلامة	



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