The Role of Social Responsibility in Enhancing the Quality of Work Life in the Organization: Saudi Aramco as a Model

دور المسؤولية الاجتماعية في تحسين برامج جودة الحياة الوظيفية في المؤسسة

شركة أرامكو السعودية أنموذجا

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Abstract:

This study aims to highlight the role of corporate social responsibility in enhancing the quality of work life at Saudi Aramco. The study adopted a descriptive methodology, utilizing desk research tools, including books and articles for the theoretical section, while the company's official website served as the primary source of information on the reality of corporate social responsibility and its contribution to improving the quality of work life at Saudi Aramco. The study concluded that the company is committed to enhancing the quality of work life by empowering its human resources, fostering a culture of diversity, inclusion, and equality, increasing workforce engagement, respecting the rights of employees and stakeholders, ensuring a healthy and safe workforce, and achieving work-life balance to provide meaningful and satisfying roles for its employees

Keywords: Corporate Social Responsibility ; Quality of Work Life; Saudi Aramco.

Résumé : Cette étude vise à mettre en évidence le rôle de la responsabilité sociale des entreprises dans l'amélioration de la qualité de vie au travail à Saudi Aramco. L'étude a adopté une méthodologie descriptive, utilisant des outils de recherche documentaire, notamment des livres et des articles pour la partie théorique, tandis que le site web officiel de l'entreprise a servi de source principale d'information sur la réalité de la responsabilité sociale des entreprises et sa contribution à l'amélioration de la qualité de vie au travail chez Saudi Aramco. L'étude a conclu que l'entreprise s'est engagée à améliorer la qualité de vie au travail en responsabilisant ses ressources humaines, en favorisant une culture de la diversité, de l'inclusion et de l'égalité, en augmentant l'engagement de la main-d'œuvre, en respectant les droits des employés et des parties prenantes, en garantissant une main-d'œuvre saine et sûre, et en parvenant à un équilibre entre vie professionnelle et vie privée afin d'offrir des rôles significatifs et satisfaisants à ses employés.

Mots-clés : Responsabilité sociale des entreprises ; Qualité de vie au travail ; Saudi Aramco.

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ملخص:

هدف هذه الدراسة إلى تسليط الضوء على دور المسؤولية الاجتماعية للشركات في تعزيز جودة الحياة العملية في أرامكو السعودية. واعتمدت الدراسة على المنهج الوصفي، مستخدمة أدوات البحث المكتبي، بما في ذلك الكتب والمقالات للقسم النظري، في حين كان الموقع الرسمي للشركة على شبكة الإنترنت بمثابة المصدر الأساسي للمعلومات عن واقع المسؤولية الاجتماعية للشركات ومساهمتها في تحسين جودة الحياة العملية في أرامكو السعودية. وخلصت الدراسة إلى أن الشركة ملتزمة بتحسين جودة الحياة العملية من خلال تمكين مواردها البشرية، وتعزيز ثقافة التنوع والشمول والمساواة، وزيادة مشاركة القوى العاملة، واحترام حقوق الموظفين وأصحاب المصلحة، وضمان قوة عاملة صحية وآمنة، وتحقيق التوازن بين العمل والحياة الشخصية لتوفير أدوار هادفة ومرضية لموظفيها

الكلمات المفتاح : المسؤولية الاجتماعية للشركات؛ جودة الحياة في العمل؛ أرامكو السعودية.

I- Introduction :

The strategic dimension of human resources in building organizations and determining their organizational effectiveness represents one of the most challenging areas in identifying the components of these resources and the motivations driving their behaviors. This aims to steer them toward achieving sustainable performance by stimulating individuals' creative energies, enhancing competitiveness, and embracing a culture of innovation, development, and teamwork. Such goals can only be achieved through the improvement and development of the quality of work life for human resources.

Numerous studies have indicated that the quality of work life significantly influences employee behaviors, such as organizational commitment, job satisfaction, organizational identity, and work performance, which, in turn, enhance productivity and strengthen the organization's competitiveness. On the other hand, corporate social responsibility (CSR) is a concept where organizations voluntarily integrate societal and environmental concerns into their business operations and stakeholder interactions. Over time, organizations have realized that socially responsible behavior leads to success in the business world, and this success is closely tied to fulfilling their societal mission by striving to implement programs that improve the quality of work life. Consequently, organizations have shifted towards embracing ethical and social responsibility to improve the quality of work life for their employees.

Based on the above, the following research problem can be proposed: **To what extent does corporate social responsibility contribute to enhancing the quality of work life at Saudi Aramco?**

Hypotheses:

Saudi Aramco is a leading organization in adopting corporate social responsibility, particularly regarding its social and ethical responsibility toward employees. This is achieved

through the design and development of specialized programs that provide a quality of work life aligned with the aspirations of its workforce.

Study Objectives: This research paper aims to explore the relationship between corporate social responsibility (CSR) and the quality of work life within the organization under study. It seeks to analyze how CSR initiatives influence employees' work environment and overall satisfaction. Additionally, the study examines the current state of CSR implementation and evaluates the organization's existing practices in enhancing the quality of work life for its employees. Through this, the paper provides insights into the effectiveness of CSR as a tool for improving workplace well-being and organizational performance.

Significance of the Study: This study highlights the importance of organizations committing to their social and ethical responsibilities toward their human resources and achieving quality of work life. This can be accomplished by providing a healthy and safe environment, respecting the rights of employees and stakeholders, ensuring justice and equality among all employees, and fostering their development and empowerment, thereby contributing to the organization's attractiveness.

Study Methodology: The study employed a descriptive methodology, utilizing desk research tools, including books and articles for the theoretical framework, and the official website of Saudi Aramco to present the current state of corporate social responsibility and the quality of work life at Saudi Aramco.

Previous Studies:

Zineb Krioua Study (2021): This study aimed to explore the relationship between the quality of work life and corporate social responsibility through a field study conducted at the Alioua Turkia Multiservice Health Institution in Aam Toub Municipality, Skikda Province. The research utilized a comprehensive survey of the institution's workforce, comprising 52 employees, including doctors, nurses, and administrative staff. An analytical descriptive approach was adopted, and the data collected from the field were analyzed using the Statistical Package for Social Sciences (SPSS).

Among the key findings of the study was the absence of a relationship between the quality of work life and corporate social responsibility at the multiservice clinic in Aam Toub. Additionally, the study revealed a high level of quality of work life, while the level of commitment to corporate social responsibility was found to be moderate.

Mohamed Faleg and Fatima Zahra El-Akkazi Study (2018): This study aimed to identify the role of corporate social responsibility in improving working conditions within Algerian economic institutions, focusing on the following dimensions of responsibility: employment, quality of work life, wages and rewards, and social services. The study sample consisted of 87 employees from Trans-Canal. Statistical analysis tools were utilized, including multiple regression analysis, one-way

ANOVA, and the F-test, using the Statistical Package for Social Sciences (SPSS). The study reached several key findings, the most important of which are:

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the dimensions of corporate social responsibility (employment, quality of work life, wages and rewards, social services) on working conditions at Trans-Canal. Additionally, there is a positive and direct relationship between the study variables. Furthermore, no statistically significant differences were found at the significance level ($\alpha \leq 0.05$) in corporate social responsibility attributable to variables such as gender, age, length of service, or rank.

Study Structure: The study was divided into two main sections. The first section was theoretical and covered the concept of corporate social responsibility, its principles, goals, and dimensions. It also discussed the concept of quality of work life, its dimensions, and objectives, followed by the relationship between corporate social responsibility and quality of work life. The second section focused on Saudi Aramco as a case study and included an overview of the company and its corporate social responsibility. It then addressed the company's commitment to its corporate social responsibility in enhancing the quality of work life.

I I- Theoretical Framework of the Study

1-1 Concept of Corporate Social Responsibility

There are multiple definitions of corporate social responsibility, and they vary among researchers in the field of management.
The World Bank defines it as: the commitment of business owners to contribute to sustainable development by working with their employees, their families, and the local community to improve people's living standards in a way that serves both commerce and development simultaneously (Al-Sakarnah, 2014).

Carroll defines it as: the commitment of an organization during the decision-making process to consider the impacts and consequences of these decisions on the external social system in a way that ensures a balance between the economic profits required and the social benefits resulting from these decisions (Marzouk, 2017).
Strier defines it as: the response to the society's expectations of the organization, which is required to take the initiative to fulfill these expectations, bearing its responsibility toward society in a manner that exceeds mere compliance with the law, while ensuring that the organization's interests are not harmed and that a reasonable return on investments is achieved (Faleg, 2016).

Based on the previous definitions, corporate social responsibility can be defined as: a concept that refers to the commitment of individuals and organizations to achieve sustainable development and the general welfare of society. This commitment involves the contribution of individuals and companies to solving social and environmental problems and improving the quality of life for individuals and communities in which they operate. Corporate social responsibility

includes a set of behaviors and decisions aimed at promoting social justice, environmental protection, and supporting social and cultural causes.

1-2 Objectives of Social Responsibility

The objectives of social responsibility differ from the perspective of economic institutions and from the perspective of the community in which they operate. In general, these objectives can be categorized into two main groups: from the perspective of institutions and from the perspective of society. These objectives vary based on the owners of the institutions as well as the nature of their activities. Therefore, they overlap and interconnect with one another. We summarize them as follows:

From the Perspective of Institutions:

- Institutions seek to gain public trust and customer satisfaction in order to achieve their economic goals.
- The economic institution's activity and productivity increase are related to attention to the social and psychological conditions of employees, and the development of their productive and technical capabilities through the provision of security and healthcare (Akram Ahmed & Yasmin Taha Abdulrazzaq, 2016).
- Achieving high profitability for economic institutions over long-term periods (Nasser & Azzam Abu, 2014)

From the Perspective of Society:

- **Cohesion**: Cooperation and social solidarity among different segments of society.
- **Welfare**: Working to improve the living standards of individuals in society.
- **Inclusivity**: Sustainable development is achieved through the participation of various segments and categories of society.
- **Empowerment**: By working on improving the skills of individuals in society.

1-3 Job Quality of Life:

Concept of Job Quality of Life: Job quality of life is defined as: "The approach that considers employees as assets of the organization rather than viewing them as a cost. This approach assumes that employee performance improves when they are allowed to manage their work independently and contribute to decision-making. This approach motivates employees by fulfilling their physiological needs along with their economic needs" (Indumathy, 2012)

"A set of systems and programs aimed at improving and developing various aspects of the human capital of the organization, which can affect individuals' work life, as well as their social, cultural, and health environment. This, in turn, positively reflects on the level of employee performance, and consequently contributes to achieving the goals of the organization and all related stakeholders." (Madi, 2014)

Based on the previous definitions, job quality of life can be defined as a set of activities and programs aimed at developing and improving various life conditions related to employees within

the organization, including personal aspects, which positively reflect on their performance and organizational loyalty.

1-4 Objectives of Quality of Work Life

Organizations aim to achieve multiple benefits by adopting quality of work life programs. These programs not only contribute to enhancing the organization's ability to hire skilled personnel, but they also strengthen the organization's competitive capacity. They positively contribute to providing a more flexible, loyal, and motivated workforce, offer improved and developed working conditions from the employees' perspective, and help maximize organizational effectiveness from the perspective of the organization's owners. Additionally, they have a positive impact on human resource management practices such as training, team selection, and employee recruitment, along with the following (Abdelkarim & Mbareki, 2015)

- It increases management's attention to employees' ideas.
- It increases employees' interest in their ideas that are considered by management.
- Commitment: It creates a commitment from employees towards the organization (product and service quality).
- Communication: It increases employees' eagerness to communicate with supervisors.
- Development: It develops supervisors to transform them into better leaders and decision-makers by providing them with modern tools.
- Innovation: It encourages innovation by respecting employees' ideas.
- Satisfaction: It increases employees' satisfaction by involving them in decision-making.

2-The relationship between corporate social responsibility and improving employees' quality of work life:

Companies have started engaging in corporate social responsibility activities due to their impact on employee commitment to employers. Companies working on corporate social responsibility principles focus on the well-being of their employees because they want a fully committed workforce. Research on corporate social responsibility has focused on stakeholders and external outcomes, revealing little about internal effects, particularly on internal stakeholders like employees. Recently, the trend has shifted towards focusing more on this group (human capital) as an important and decisive element in the success and survival of organizations. To fulfill their social and ethical responsibilities towards their employees, organizations should focus on the following elements (Bougleita, 2018):

- **Improving working conditions: Some of these programs include:**
  - Making the workplace attractive and giving work a renewed meaning that reduces psychological and physical stress and fatigue through program focus.
  - Activities in these programs help create a valuable organizational culture and promote shared values, making the workplace attractive and comfortable.

- Recognizing labor unions as representatives of workers under the 1948 Freedom of Association Convention, which aims to protect and promote the social, economic, and political interests of workers, such as improving wages, reducing working hours, and enhancing working conditions.

-**Occupational health and safety. It can be summarized as follows:**

- The organization should implement a policy aimed at ensuring safety, such as providing first aid facilities.
- The organization should designate someone responsible for health and safety within the organization.
- Organizations employing women who are pregnant should assess risks that may threaten the health and safety of pregnant workers, those who have given birth within the last six months, and those who are breastfeeding.

- **Social services**: Refers to the range of services provided by the organization to individuals, which they often wish to receive for free or for a nominal fee, such as recreational and social services, organizing cultural activities, financial services, providing housing services, and more.

- **Other rights**: Such as establishing clear and transparent policies to prevent violations of women's rights;

- Providing suitable spaces that address the needs of working women;
- Providingdaycare services.

III - Saudi Aramco as a Model.

3-1 Overview of Saudi Aramco: Saudi Aramco is considered one of the largest integrated energy and chemicals companies in the world. It produces energy products, chemicals, and refined hydrocarbon products, with 91 years of experience in exploration, drilling, and innovation resulting from its long-standing role in managing vast hydrocarbon resources in Saudi Arabia. The company employs more than 73,000 people and has 251.2 billion barrels of oil equivalent in total hydrocarbon reserves (https://www.aramco.com/ar/about-us). The company has a strong presence in the three major energy markets: Asia, Europe, and America, as follows (https://www.aramco.com/ar/about-us/our-offices-and-facilities):

Asia: Aramco's subsidiaries play a central role in the dynamic energy market in the region, acting together as the main supplier of crude oil to six major markets in Asia: India, Japan, South Korea, and the Philippines. As part of a coordinated regional strategy, each office in these countries provides marketing services, business management, and other supporting activities for both the company and its partners.

Europe: Aramco's subsidiaries in Europe support a network of offices offering a wide range of services, including financial support, supply chain management, technical support services, and a variety of administrative support services.

The Americas: Aramco's subsidiaries in the Americas provide goods and services and offer economic and political analyses. They also handle the storage, transportation, and delivery of crude oil sold by Aramco or the Saudi Refining Company to refineries in the United States.

Regarding research centers and technical offices globally, Aramco owns a network of global research centers at specific innovation hubs in the United States, Europe, and Asia, with scientific research activities continuing around the clock through a network that spans across the globe.

3-2 Corporate Social Responsibility: Improving the communities in which Aramco operates is one of the core principles the company has adopted since its establishment. This includes taking serious steps to protect the environment and participating in a range of social responsibility projects and initiatives.(https://www.aramco.com/ar/investors/environmental-social-and-governance/social-responsibility)

Local and Global Citizenship: Aramco participates in a range of social responsibility projects and initiatives aimed at supporting the communities and environments in which it operates. The company leverages its expertise, knowledge, and operational capabilities to enhance these projects. Aramco spares no effort in achieving a positive impact through the two pillars of its citizenship strategy: encouraging intellectual, creative, and economic development for its employees, and protecting the unique environment and diverse habitats on this planet while ensuring their sustainability.

-**Social and Economic Development:** The company's initiative to fund small industries in the Kingdom aims to help individuals shape their economic future by creating added value from traditional handcrafted industries and natural resources. The company has identified a large number of small industries that can make a tangible impact on local communities in the long term (such as local coffee production, honey production and its by-products, textile manufacturing, cosmetics, and olive oil products) and has provided the appropriate business model and support. These programs focus on offering training courses, training facilities, knowledge, tools, and techniques that help eliminate financial barriers and pave the way for participants and beneficiaries to achieve their goals and ensure the success of their projects.

Aramco's community efforts extend beyond the Kingdom's borders, with communication and community development efforts in all the places where it operates. The scope of these efforts includes disaster relief initiatives in China, programs for preserving natural habitats in Japan and Southeast Asia, educational programs in science, technology, engineering, and mathematics, as well as educational programs in the petrochemical sector in the United States and Europe. The Executive Committee for Citizenship oversees Aramco's global citizenship efforts.

-**Responsible Purchasing and Supply System:** Aramco applies ethical business practices to its purchasing and supply system by enforcing a Supplier Code of Conduct that outlines applicable policies regarding health, safety, and environmental matters, fair trade practices, and the

procurement of goods and services in accordance with ethical principles. This includes policies on conflicts of interest, bribery, commissions, gifts, fraud, monitoring, and compliance. The Supplier Code of Conduct also reinforces the company's values, maintains its ethical standards, and extends its reach to include the company's supplier base, facilitating long-term partnerships based on mutual benefit.

-**Grants and Event Sponsorship:** Aramco provides grants to charitable and non-profit humanitarian organizations registered with local authorities for charitable, educational, humanitarian, cultural, and scientific purposes. The company focuses on the welfare of residents in the areas where it operates, both within the Kingdom of Saudi Arabia and internationally. The grant activities align with social investment themes according to the company's current citizenship strategy at the individual level (knowledge and creativity, economic and social opportunities) and at the planetary level (preserving biodiversity).Aramco also sponsors distinguished events, institutions, and projects that align with the company's image, identity, operations, and objectives. It constantly seeks to build long-term strategic partnerships and welcomes sponsorship requests from all institutions.

3-3 The Company's Commitment to Social Responsibility to Enhance Quality of Work Life: Aramco exerts its utmost efforts to be a responsible company. In light of the changes and developments in the expectations of stakeholders, it strives to face emerging challenges by committing to being a responsible company. The health and safety of its employees, suppliers, and residential communities are its top priority. The company is also committed to promoting diversity and equality, increasing integration within its workforce, collaborating with its suppliers to encourage responsible business practices, supporting the sustainability of the supply chain, respecting human rights, and the rights of the communities in which it operates. It also aims to enhance the transparency of its operations and performance through increased participation and disclosure.

There are many ways to achieve this. For example, Aramco ensures full support for women's education and training, achieving balance in their work lives, and providing daycare services and guidance for employees' children at the workplace. The company also supports the advancement of women into leadership positions and provides initiatives to support the mental health and well-being of its employees. Furthermore, it aims to be a source of inspiration for positive change that earns the respect of all the stakeholders it collaborates with. (https://www.aramco.com/ar/sustainability/people-and-safety).

A. Human Resource Development: The company focuses on continuous development and skill-building to enhance performance through a wide range of courses, training centers, and career mentoring programs. It offers capacity-building programs for everyone, from the newest employees to the most experienced professionals, including senior leadership. These programs are specially designed to help them take on the growing responsibilities imposed by the company's

evolving operations. (https://www.aramco.com/ar/sustainability/people-and-safety/human-capital-development/employee-training).

-Professional Development Center for Exploration and Production: The company established this center to provide programs aimed at accelerating the skill-building process and knowledge transfer for young employees working in exploration and petroleum engineering fields. The center operates through a wide range of interactive programs to shorten the time required for new engineers and geologists to contribute what they have learned to their work tasks and gain knowledge and experience from seasoned professionals. The center's facilities include state-of-the-art systems for four-dimensional imaging, realistic drilling simulation devices, and tools for analyzing core rock samples using computers. The center's instructors combine classroom teaching in interactive settings with practical problem-solving to prepare young employees to face future challenges and keep experienced employees up to date with the latest developments in their field.

-**University Programs Hosted by the Company:** The company hosts university programs within its facilities that provide employees the opportunity to earn advanced degrees (for example, in 2017, the company launched a specialized and accelerated program for obtaining a Master's degree in Geophysical Science from the University of Leeds, UK). The cost-effective nature of this approach highlights the benefit of bringing knowledge and expertise from world-renowned universities and leading educational institutions to Saudi Arabia, allowing employees to obtain specialized degrees in their fields of work. Since its launch in 2009, these programs have seen participation from over 10 international universities and have graduated more than 400 employees who have already received their academic degrees.

B - Leadership Development: In 2017, the company launched a range of professional training programs for over 22,000 participants from various levels of technical and managerial staff, with the aim of building capacities and introducing new skills at all levels, particularly in leadership positions at Saudi Aramco. The company also began the Emerging Female Leaders Program to identify female employees with outstanding leadership and professional skills. A number of female employees were selected to attend the Advanced Women's Leadership Program organized by the Wharton School at the University of Pennsylvania. Among the programs are:

- **International Corporate Development Assignments Program**: The goal of this program is to equip employees with additional skills to apply in various administrative and operational conditions through several leading global companies. It targetsemployees for supervisory or managerialroles.
- **Management and Executive Development Program**: The company offers developmental programs in leadership and competency for managerial staff, providing a structured series of developmental activities for employees, starting from the supervisory level up to senior management, through the Competency Development Department.

- **Professional Development Program**: This is a 3-year professional development program for recent graduates sponsored by the company or hired directly after college. During this program, participants work with experienced staff to accelerate their development to become fully qualified professionals. The company also offers an English Language Program for participants who need further training to master the English language, which helps identify employees most suitable for promotion to managerial positions.

-Special Development Program: This program was created to prepare engineering and computer professionals and refine their skills as technical specialists. The program offers intensive practical and field experiences through the company's operations and interactions with global companies and suppliers.

C -Workforce Health and Safety: Reducing health and safety risks both at work and outside of it is one of the company's top priorities. Therefore, it strives to promote a culture that cares for the health and well-being of its employees, while implementing strict safety measures across all its facilities and work locations (https://www.aramco.com/ar/sustainability/people-and-safety/workforce-health-and-safety).

-**Safety**: Safety culture is the foundation upon which the performance of all workers in the company is based and supports the continuity of this performance. Safety is one of Aramco's five core values, and the company strives to instill a mindset that places safety above all else among its employees, their families, and also among contractors supplying materials and services. Additionally, Aramco's management ensures the integration of safety into the company's business strategies, operations, and performance metrics to build a strong safety culture. With the implementation of the operational excellence framework at the company level, a safety management system is applied that complements this framework, helping departments identify risks and mitigate their impacts to improve safety performance. In terms of safety risk reduction, this top-down and bottom-up approach contributes to fostering a work culture that ensures employees are equipped with the necessary training, tools, and systems to complete their tasks safely.

The company measures its safety performance based on prevailing standards and monitors performance objectives. It also tracks and evaluates safety performance using a set of key performance indicators established by the Health, Safety, Security, and Environment Committee, and reports to the Risk, Health, Safety, and Environment Management Committee, which is derived from the Board of Directors. The company uses an effective safety review program and maintains an annual record of site visit schedules conducted by senior management members, as well as a thorough investigation into the key components of business safety.

-**Health:** Aramco focuses on promoting health and safety practices among employees at the company level, both during working hours and outside of them. Aramco has earned a strong reputation for its commitment to enhancing and improving the health of its employees. The Johns

Hopkins Aramco Healthcare Center, a result of the partnership between Aramco and Johns Hopkins, is a cornerstone of the company's commitment to improving the health and well-being of employees and their families. The center combines Aramco's established healthcare delivery system with the global medical, educational, and research expertise that Johns Hopkins is known for, offering innovation in medical services and serving as a model for healthcare in the Kingdom.

Throughout the year, the company organizes numerous campaigns and events across the company and in local communities to promote healthy lifestyle choices and raise awareness on important health topics, ranging from disease prevention to smoking cessation. The company strives to equip its employees with the necessary knowledge and health services to engage in the best work of their lives.

4-Work Ethics and Human Rights:

Aramco is committed to supporting and empowering its workforce and the communities in which it operates. The company provides comprehensive training and development programs for its employees, in addition to fostering a culture that encourages respect and inclusion in the workplace among its workforce, which represents more than 85 nationalities. This initiative is referred to as the "Best Place to Work" strategy.

-**Work Ethics, Compliance, and Information Protection:**Aramco is committed to conducting its operations within an ethical framework. As such, business ethics and anti-bribery and anti-corruption principles are deeply ingrained in the company's culture, forming the foundation for the policies, controls, and procedures that guide employees in implementing the business strategy. Additionally, Aramco has established a Code of Professional Conduct that provides a set of guidelines and controls applicable to managers, employees, contractors, and their affiliated or controlled companies, including issues such as competition, anti-monopoly, anti-bribery and anti-corruption, insider trading, and compliance with applicable regulations. The company also has a Supplier Code of Conduct that requires external suppliers to adhere to responsible business practices. Furthermore, it has a Conflict of Interest and Work Ethics Committee that fosters a strong ethical culture and accountability within the company by conducting regular assessments, oversight, and improvements to policies, systems, and controls related to conflicts of interest and work ethics.

-Human Rights: Aramco Saudi Arabia's human rights policy focuses on addressing emerging issues related to the company and the oil industry, particularly those affecting its workplaces, supply chains, and the local communities in which it operates. The company is committed to achieving greater public transparency and community engagement regarding how it manages its impact on human rights across its operations. Aramco believes that this kind of open collaboration is crucial for fostering continuous improvement in this important area. The company believes that everyone deserves to be treated with dignity and respect, and it recognizes its role as a leading company in

promoting a positive culture around human rights. Additionally, all individuals within the company share responsibility for ensuring the respect of human rights in their daily operations. Human rights-related issues are overseen by committees led by executive management, such as the Sustainability Steering Committee, the Human Resources and Support Services Committee, and the Executive Committee for Citizenship.

5-Workforce Empowerment:

The company strives to develop a work environment where teamwork and collaboration are key features. It works to provide the tools that enable its employees to turn creative ideas into reality. Aramco continues its efforts to encourage every employee to improve their knowledge levels and enrich their skills through internal training and development, as well as educational partnerships. The company aims to continue leveraging its leadership in the sector to create a successful professional future for its employees. (https://www.aramco.com/ar/sustainability/people-and-safety/workforce-empowerment)

The program aims to create an environment where everyone, regardless of age, gender, culture, nationality, personality, or background, feels welcomed and respected. This concept also involves an employer who values each employee, elevates them, and enables them to make the most of their professional abilities. Aramco is committed to attracting and developing a diverse workforce and discovering the individual differences among them as an opportunity for innovation and growth. The company also works to foster a supportive environment where employees have equal access to resources and opportunities.
To help employees understand how they can contribute to making Aramco a more inclusive workplace, the company has developed a series of online training courses, which employees participate in and are regularly updated. Additionally, they take part in in-person workshops aimed at introducing key concepts of diversity and inclusion throughout the company, reinforcing these ideas in their minds, improving understanding, and empowering leaders with the knowledge, skills, and behaviors needed to build and support their teams, motivating the continued success of the program, making Aramco a dynamic and comfortable place to build a professional future.

-**Integration of People with Disabilities**:Diversity and inclusion programs target individuals with disabilities, providing support to enhance their access to specialized services in buildings, digital systems, educational facilities, as well as in employment and rehabilitation services within the company and across all aspects of its corporate culture. For instance, since 2023, the company has offered a reduced work schedule of up to two years for employees with disabilities to help them achieve a work-life balance. This benefit is added to other targeted benefits for employees with disabilities, including a daily transportation allowance and an assistance program to compensate employees for the costs of supporting their disabled children. In 2021, Aramco became a member of the Valuable 500 initiative, a global business partnership comprising 500 companies working to integrate people with disabilities into the workplace.

-Women's Competencies in the Workplace: The company supports women's ambitions in both education and careers, both within and outside the company. Aramco's suite of programs for developing women's skills in work and management is guided by the latest research in workplace motivation, participation, career development, training, emotional intelligence, and leadership to support women at all stages of their careers. Today, women at Aramco work as engineers in field sites and laboratories, scientists in the company's research and development centers conducting innovative research, inventors creating operational processes and new products, and traders selling products to customers worldwide.

- Women's Driving Schools:In 2018, the company established its first driving school for women at the Aramco headquarters in Dhahran, in collaboration with the General Department of Traffic in the Kingdom of Saudi Arabia. The company currently operates two driving schools for women: the Aramco Driving Center in Dhahran and the Eastern Driving Academy in Al-Ahsa. Women who have received training at the driving center are not only skilled drivers, but also demonstrate safe driving throughout the Kingdom. These centers are run by qualified Saudi women who train Aramco's female employees as well as Saudi women from the general public, enabling them to drive and improve their quality of life.

-**Talent Development and Capacity Building**:The company established and developed the "Voluntary Talent Development Association" in the Middle East and North Africa region, which it manages to develop and enhance the talents of Aramco's workforce and the company's communities. The association is designed to boost knowledge levels, exchange solutions and ideas, share best practices, and provide global networking opportunities. The training programs offer diverse opportunities, including technical and professional training, and other avenues to establish educational academies for training youth, raising awareness, and attracting key talents to the company's job opportunities that match their skills.

IV -Conclusion

Saudi Aramco is deeply committed to its social responsibility initiatives aimed at enhancing the quality of work life for its employees. The company fosters a healthy and safe work environment, promotes women's education and training, and advocates for diversity and equality in the workplace. These efforts extend to various initiatives designed to support employees' health, safety, and well-being, all of which contribute to higher productivity and job satisfaction. Additionally, Aramco prioritizes the respect of its employees' rights and the well-being of the communities in which it operates, increasing business transparency and building trust with stakeholders. The company also supports the integration of employees with special needs, ensuring they are part of the company's structures and helping them achieve a balance between their personal and professional lives. Furthermore, Aramco has been instrumental in promoting traffic safety among its employees across the kingdom, which not only reduces accidents but also enhances the overall quality of life.

The results of these efforts reveal that Aramco's commitment to improving the quality of work life is reflected in its safe work environments, focus on employee well-being, and the promotion of diversity and equality. The company's initiatives contribute to employee satisfaction and overall productivity. Furthermore, Aramco's responsible business practices and its focus on sustainability positively influence both its workforce and the communities it engages with. This approach has a direct impact on the transparency of the company's operations, fostering trust and cooperation with stakeholders.

In light of these findings, several suggestions emerge for other institutions aiming to improve their work environments. First, companies should adopt social and ethical responsibility by implementing training and development programs that enhance employees' skills, which in turn improves the work environment. Second, expanding health initiatives that support both mental and physical health can further enhance the quality of work life. Finally, institutions are encouraged to broaden their social responsibility efforts to include areas like environmental education, sustainable development, and green human resource management practices, thereby having a positive impact on work life and the broader community.

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