

## Corporate Governance and Social Responsibility at Almarai Company: An Integrated Perspective

الحوكمة المؤسسية والمسؤولية الاجتماعية في شركة المراعي: منظور تكاملي

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| Received: 11/03/2026                                                                                                                                  | Received: 24/04/2026 | Received: 01/06/2026 |

### Abstract

This study aimed to examine the integrative relationship between corporate governance and corporate social responsibility at Almarai Company. To achieve this objective, the descriptive approach was adopted for the theoretical part, while the analytical approach was used in the case study by analyzing the company's strategy in implementing and establishing corporate governance principles, as well as its application of corporate social responsibility. The study found that Almarai Company adopts strong corporate governance integrated with corporate social responsibility, which has made it a leading company in environmental and social governance. It also focuses on training and development, health, sports, donations, and community sponsorship.

**Keywords:** Corporate Governance, Corporate Social Responsibility, Almarai Company.

**JEL Classification:** G34, M14

### ملخص

تهدف هذه الدراسة الى معرفة العلاقة التكاملية بين الحوكمة المؤسسية والمسؤولية الاجتماعية بشركة المراعي، ولأجل تحقيق ذلك تم الاعتماد على المنهج الوصفي في الجانب النظري، وعلى المنهج التحليلي في دراسة الحالة من خلال تحليل استراتيجية الشركة في تطبيق وإرساء مبادئ الحوكمة المؤسسية، ومدى تطبيق الشركة للمسؤولية الاجتماعية، وتوصلت الدراسة الى أن شركة المراعي تبني حوكمة مؤسسية قوية مدمجة بالمسؤولية الاجتماعية، وهذا ما جعلها من الشركات الرائدة في الحوكمة البيئية والاجتماعية، اذ ركزت على التدريب والتطوير، الصحة، الرياضة، التبرع والرعاية.

كلمات مفتاحية: حوكمة مؤسسية، مسؤولية اجتماعية، شركة المراعي.

تصنيف JEL: G34، M14

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## Introduction

In light of the major collapses witnessed around the world and the various financial crises that have affected the global economy, particularly in recent decades, mainly due to weak regulatory systems and the lack of transparency among the different departments within organizations, the concept of corporate governance has emerged as an important regulatory mechanism aimed at protecting institutional performance and organizing the relationship between boards of directors and shareholders. This is intended to achieve organizational objectives and reduce various conflicts that may arise between management and owners through the implementation of effective disclosure mechanisms and regulatory frameworks.

In a world characterized by globalization and the growing role of multinational corporations, especially within an environment marked by intense competition, the primary objective of institutions is no longer limited to profit maximization. Instead, greater emphasis is placed on strengthening the relationship between the organization and society. In this context, attention to a company's social performance can contribute to improving its economic performance. Consequently, corporate social responsibility (CSR) has emerged as a crucial concept within organizations, providing benefits not only to the company but also to society. CSR creates added value for stakeholders and shareholders by enhancing economic performance while preserving environmental and social performance, thereby contributing to the achievement of organizational sustainability.

Both corporate governance and corporate social responsibility aim to enhance the financial performance of organizations and ensure institutional stability to maintain long-term continuity, particularly when organizations pursue sustainable long-term strategies. Among the companies that have sought to link corporate governance with corporate social responsibility is Almarai Company, which represents a pioneering model in this field through the adoption of various effective mechanisms, methods, and practices.

Based on the above, the following research problem can be formulated:

**How is the relationship between corporate governance and corporate social responsibility reflected in Almarai Company from an integrative perspective?**

From this main question, several sub-questions can be derived:

- What are the corporate governance mechanisms adopted by Almarai Company?
- What are the corporate social responsibility programs implemented by Almarai Company?

**Importance of the Study:**

The importance of this study lies in the following points:

- Identifying the concepts of corporate governance and corporate social responsibility.
- Understanding the relationship between corporate governance and corporate social responsibility.
- Identifying the most important strategies and mechanisms adopted by Almarai Company in the fields of corporate governance and CSR.
- Addressing the challenges faced by organizations in integrating corporate governance with corporate social responsibility.

**Research Methodology**

This study will adopt the descriptive approach when addressing the theoretical part, as it is the most appropriate, since it will involve describing the phenomenon in its various dimensions. It will also rely on the analytical approach by analyzing the different mechanisms and strategies adopted by the company in the field of corporate governance and corporate social responsibility.

**Previous Studies**

**Abduraheem, Bashir Olatunde, Tesunbi Samuel & Adegbola Eunice (2025), Corporate Governance and Social Responsibility as Strategies for Sustainable Business.**

This study aims to examine corporate governance and corporate social responsibility and their impact on business sustainability, in addition to analyzing the effect of corporate governance structures on the effectiveness of CSR practices. A qualitative research approach and case study analysis were adopted. The study found that organizations rely on strong governance

and demonstrate strong compliance with corporate social responsibility, which has contributed to more sustainable performance.

**Gracious Kazaara Ariyo (2023), entitled Corporate Governance and Corporate Social Responsibility: Good Practices and Prospects.**

This study aims to identify best practices and future prospects of corporate governance and corporate social responsibility, by examining the different methods and approaches adopted by organizations, as well as the challenges they face. This study adopts a qualitative approach that includes a comprehensive literature review, case studies, and interviews with experts in the field of corporate governance and corporate social responsibility.

The study concludes that CSR plays an important role in enhancing business activities and emphasizes, its significance in achieving environmental sustainability and employee well-being despite the challenges organizations encounter.

**Ahmed About & Xinming Yang (2022), Corporate Governance and Corporate Social Responsibility: New Evidence from China.**

This study examines the impact of corporate governance on corporate social responsibility performance and investigates how ownership concentration, and boards of directors influence the quality of CSR practices. This study relied on regression analysis using a sample of companies listed on the Shanghai and Shenzhen Stock Exchanges over the period from 2014 to 2018.

The results indicate that corporate governance has a significant effect on CSR performance.

**Similarities and differences between previous studies**

What distinguishes this study from previous research is that, while it shares the same economic variables corporate governance and corporate social responsibility (CSR) the difference lies in examining the relationship between these variables. In particular, the case study is different from earlier studies as it focuses specifically on Almarai Company.

## 1. Theoretical framework of the study

### 1.1. Corporate Governance

Corporate governance has become one of the fundamental pillars that organizations increasingly focus on due to its significant role in regulating the relationship between the board of directors and stakeholders, particularly after the global financial crises that affected many organizations, especially large corporations.

#### 1.1.1. Concept of Corporate Governance

**Shleifer** and **Vishny** (1997) define corporate governance as “the mechanisms through which suppliers of finance to corporations assure themselves of getting a return on their investment.” (Magnan & Michelon, Corporate governance and corporate social, 2024, p. 2)

Corporate governance is also defined as “a system that aims to provide oversight and guidance for organizations” . (Castrillón, 2021, p. 182)

Based on the above definitions, corporate governance can be described as a set of policies and procedures such as transparency and accountability that guide organizations with the aim of protecting stakeholders and shareholders.

#### 1.1.2 Reasons for the Emergence of Corporate Governance

Several factors have contributed to the emergence of the concept of corporate governance, including the following (Kafi, Kafi, & Bourbia, 2018, pp. 27-33)

- **Separation between ownership and management**

In 1932, **Berle** and **Means** presented a detailed report explaining that corporations may become extremely large, which requires separating ownership from control. Through their study of large corporations, they found that many shareholders lacked sufficient knowledge of management practices, which led to the separation between ownership and management. This separation contributed positively to organizational performance and is known as Agency Theory.

Agency theory refers to the relationship in which the owner of capital hires another person to perform certain tasks on their behalf in exchange for a predetermined compensation.

- **Financial scandals and crises**

The expansion and size of corporations have contributed to financial crises, the most famous being the collapse of Enron Corporation in the United States in 2001. This crisis triggered further corporate failures. Among the main causes of these collapses were the lack of disclosure and transparency in financial reporting, weak internal control systems, and the absence of audit and risk management committees.

- **Globalization and its effects**

The major shift toward a free market economy in many countries has facilitated the flow of capital between nations, which requires protecting these investments. When there is poor management, it becomes necessary to provide financial statements and reports that facilitate financial analysis and clearly present the financial position in a transparent and accurate manner. This made the adoption of corporate governance essential.

### **1.1.3 Principles of Corporate Governance**

Corporate governance principles represent the set of rules that regulate the management of organizations and aim to achieve balance among the interests of management and stakeholders. These principles include the following characteristics: (Kafi, Kafi, & Bourbia, 2018, pp. 53-54)

- **Transparency**

Transparency is one of the most important criteria used in ranking countries. It helps combat corruption and achieve development. It means that information should be available, understandable, reliable, accurate, up-to-date, and comprehensive.

- **Participation**

Individuals should have the freedom to express their opinions, raise objections, and participate in decision-making processes to achieve the public interest.

- **Accountability**

This refers to the obligation of managers and officials within the organization to justify decisions taken, explain work procedures, respond to criticism and demands, and assume responsibility in case of errors.

- **Fairness**

Ensuring equal treatment of all parties without discrimination and respecting the rights of all stakeholders.

- **Responsibility**

Commitment to protecting the interests of shareholders and treating them fairly and equally.

#### **1.1.4 Objectives of Corporate Governance**

Corporate governance seeks to achieve a set of objectives that may vary from one organization to another but generally include the following: (Omar, 2017, p. 43)

- Ensuring management accountability and strengthening oversight;
- Protecting organizational assets and the rights of shareholders and stakeholders while allowing them to monitor company performance;
- Improving organizational performance and increasing its economic value and the value of its shares;
- Enhancing accounting, financial, and administrative processes within the organization;
- Implementing transparency, fairness, and integrity in all organizational transactions.

#### **1.1.5 Determinants of Corporate Governance**

Governance determinants are the factors that ensure the proper implementation of corporate governance. They can be classified into internal determinants and external determinants: (Souilah, 2024, p. 29)

- **Internal determinants**

These include internal regulations, rules, and instructions that define how work is conducted within the organization. They regulate the distribution of responsibilities among the general assembly, the board of directors, and executive management to reduce conflicts between them. These determinants also protect investors especially minority shareholders encourage investment, and enhance corporate competitiveness and profitability.

- **External determinants:**

These relate to the external environment of the organization, including laws regulating economic activities such as financial market regulations, corporate laws, and competition laws. They also include supervisory bodies such as stock market authorities, professional associations, and financial consulting firms. These determinants ensure compliance with laws and regulations and contribute to the proper functioning of organizations.

## **1.2. Corporate Social Responsibility (CSR)**

Corporate social responsibility has become an important topic that organizations increasingly focus on because it aims to achieve both the public, interest of society and the private interests of the organization, thereby contributing to sustainable development.

### **1.2.1 Definition of Corporate Social Responsibility**

The World Business Council for Sustainable Development (**WBCSD**) defines corporate social responsibility as “the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community, and society at large to improve their quality of life and living conditions.” (Suarez, 2020, p. 1)

CSR is also defined as “a business model that helps organizations become socially accountable to themselves, their stakeholders, and the public. It includes the practices and policies adopted by organizations to generate positive impacts on society while increasing profitability”. (Devaney, 2025, p. 4)

Based on the above definitions, corporate social responsibility can be described as the commitment of organizations to contribute to community, development by improving the quality of life of employees and society in order to achieve economic development.

### **1.2.2 Types of Corporate Social Responsibility**

Archie B. Carroll (1991) was among the first scholars to develop models of corporate social responsibility. He proposed four types of CSR responsibilities (Abouelnasr, 2015, pp. 39-40):

- **Philanthropic Responsibility**

This involves providing financial assistance and donations to society to improve living standards, especially for disadvantaged groups, as well as supporting charities and social initiatives.

- **Ethical Responsibility**

This refers to adopting ethical behavior, maintaining a good reputation, respecting others, considering societal values, and interacting ethically with customers, employees, and the community.

- **Legal Responsibility**

Organizations must comply with laws and regulations governing business activities, including labor laws, consumer protection regulations, and national and international agreements.

### **Economic Responsibility**

This involves producing goods and services efficiently and effectively without monopolistic or exploitative practices that may harm society, while ensuring high quality standards and efficient performance.

### **1.2.3 Importance of Corporate Social Responsibility for Organizations**

Corporate social responsibility is important for organizations for several reasons (Nimani, Valbona, & Denis, 2022, p. 316):

- Increasing company value and meeting stakeholder expectations;

- Reducing risks and attracting customers and investors;
- Recruiting new employees and retaining existing ones;
- Reducing costs and improving financial performance in the long term;
- Protecting the environment, consumers, suppliers, and other stakeholders.

#### **1.2.4 Objectives of CSR Programs**

CSR objectives can be analyzed from two perspectives: the organization and society (Jaradat & Abu Al-Hamam, , 2013, pp. 34-35) :

- **From the perspective of organizations:**
  - Achieving economic objectives by gaining consumer trust;
  - Improving employee welfare through job security and healthcare, which increases productivity;
  - Generating long-term financial returns and profits;
  - Enhancing the company's reputation and competitive advantage;
  - Increasing sales due to the organization's positive image.
- **From the perspective of society:**
  - Improving the standard of living of individuals;
  - Contributing to sustainable development;
  - Developing community skills through education and training;
  - Supporting government objectives and social development goals;
  - Promoting environmental protection and encouraging responsible practices among organizations.

#### **1.2.5 Stages of Implementing Corporate Social Responsibility**

The implementation of CSR involves several stages that reflect a sequence of organizational tasks :

**Table 1: Stages of Implementing Corporate Social Responsibility.**

| Stage (when)                        | Task Identification (What)                                               | Work Verification Points (How)                                                                                                                                                                                                                                                                         |
|-------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>First: Planning Stage</b>        | Assessing the organization's situation and identifying its CSR programs. | <ul style="list-style-type: none"> <li>- Establish work teams.</li> <li>- Develop a clear definition of corporate social responsibility and work on improving it.</li> <li>- Identify relevant operations and activities.</li> <li>- Identify stakeholders and involve them in the process.</li> </ul> |
|                                     | Developing the organization's CSR strategy.                              | <ul style="list-style-type: none"> <li>- Ensure support from top management.</li> <li>- Review how CSR is implemented in other organizations.</li> <li>- Identify the main ideas, approaches, and key priorities to focus on.</li> </ul>                                                               |
| <b>Second: Implementation Stage</b> | Developing the commitments that must be achieved.                        | <ul style="list-style-type: none"> <li>- Consult among different parties on how to define and develop commitments.</li> <li>- Review them in their final form and begin implementation.</li> </ul>                                                                                                     |
|                                     | Implementing the commitments.                                            | <ul style="list-style-type: none"> <li>- Provide support and encouragement for employees to apply the CSR plan.</li> <li>- Develop mechanisms to address resistance to change.</li> </ul>                                                                                                              |
| <b>Third: Verification Stage</b>    | Reporting on the progress achieved                                       | <ul style="list-style-type: none"> <li>- Measure performance.</li> <li>- Verify results.</li> <li>- Engage stakeholders in the evaluation process.</li> </ul>                                                                                                                                          |
| <b>Fourth: Improvement Stage</b>    | Evaluation and improvement process                                       | <ul style="list-style-type: none"> <li>- Evaluate performance.</li> <li>- Identify available opportunities for improvement.</li> <li>- Ensure stakeholder participation.</li> </ul>                                                                                                                    |
| <b>Auditing</b>                     |                                                                          | <ul style="list-style-type: none"> <li>- Review the plan and start a new improvement cycle.</li> </ul>                                                                                                                                                                                                 |

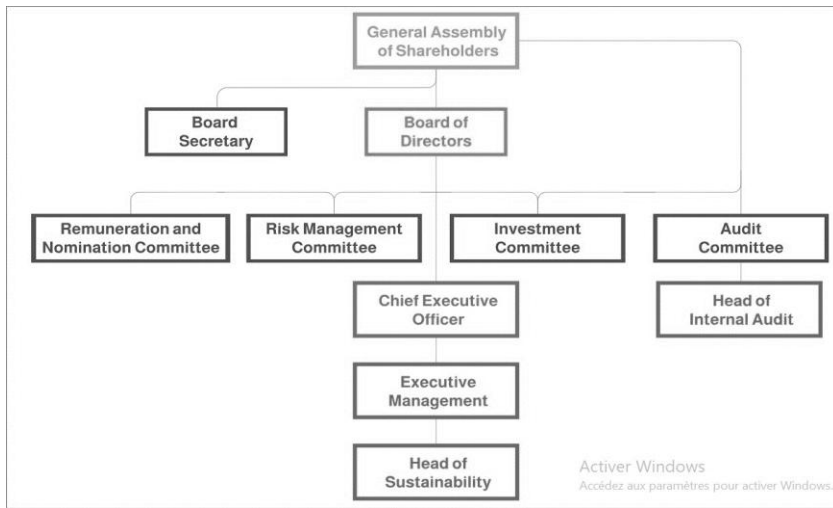
**Source:** Adapted from (Al-Hamouri & Al-Maaytah, 2015, pp. 125-126) .

## 2. Empirical Framework of the Study

### 2.1. Corporate Governance in Almarai Company

Almarai Company is considered one of the leading companies in adopting the concept of corporate governance. It has adopted international standards that aim to establish governance principles. The company has developed a clear governance structure to strengthen governance practices and ensure the application of its principles, as illustrated in the following figure.

**Figure 1: Corporate Governance Structure in Almarai Company.**



**Source:** (Almarai Annual Report, 2024).

#### Board of Directors

The Board of Directors represents the highest administrative authority within the company. It is appointed by shareholders through the company's General Assembly, ensuring the protection of the rights of all stakeholders. The board is responsible for leadership and oversight of company operations in order to achieve the objectives of all parties through establishing strategic plans, defining the company's vision, and determining the authority granted to management.

**Among its main responsibilities are**

- Developing long-term strategic plans for the company, including the general objectives to be achieved, and supervising their implementation;
- Establishing internal control rules that ensure the achievement of company objectives, particularly those related to financial and accounting integrity;
- Developing written policies to manage conflicts of interest between the board of directors, executive management, and shareholders;
- Establishing policies that regulate the relationship between stakeholders, including compensation mechanisms and dispute resolution procedures;
- Ensuring compliance with laws and regulations, disclosure of important information, and the preparation of financial statements and annual reports.

**Audit Committee**

To strengthen governance, an Audit Committee was established under the Board of Directors. Its main role is to supervise and monitor company activities to ensure the achievement of its objectives and the integrity of financial reporting.

**Its main responsibilities include**

- Reviewing the integrity of financial reports through the analysis of financial statements (both interim and annual) and providing observations to ensure accuracy and transparency;
- Providing professional opinions regarding the fairness and balance of financial reports and whether they contain sufficient information for investors to make rational decisions;
- Reviewing unusual financial matters and conducting investigations into financial issues raised by the Chief Financial Officer;
- Strengthening internal auditing by reviewing internal control systems and analyzing internal audit reports;
- Supervising the work of internal auditors and ensuring their efficiency;

- Monitoring the work of external auditors, ensuring their independence, and reviewing their audit plans and reports;
- Reviewing audit observations and ensuring appropriate corrective measures are implemented;
- Ensuring compliance with laws and regulations and reviewing contracts and transactions proposed by stakeholders.

### **Risk Management Committee**

A Risk Management Committee was established to handle all tasks related to risk management. Its main objective is to develop and implement the company's risk management strategy and determine acceptable levels of risk.

Its key responsibilities include:

- Conducting periodic reviews of risk management procedures;
- Developing an appropriate risk management strategy for the company;
- Monitoring the implementation of the strategy and updating it according to environmental changes;
- Identifying potential risks that may threaten the company in the future;
- Determining acceptable risk levels that the company may face.

### **Investment Committee**

The Investment Committee, established in 2020, aims to strengthen governance by overseeing the company's investment strategies and activities.

**Its main responsibilities include:**

- Developing investment strategies that align with environmental changes and future risks;
- Periodically reviewing investment policies and procedures;
- Supervising all investment activities and defining performance evaluation criteria;

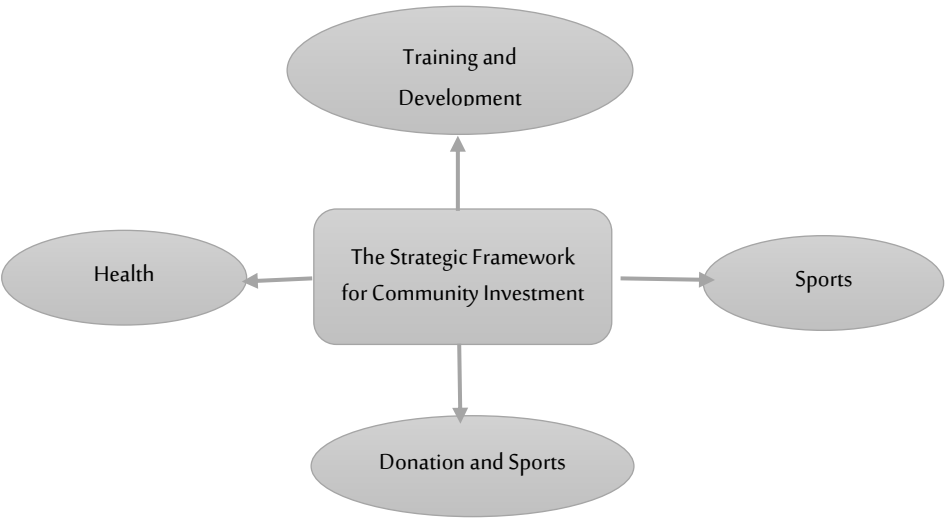
- Reviewing investment proposals submitted by executive management and providing recommendations to the Board of Directors;
- Reviewing mergers, acquisitions, sales, or transfers of investment ownership;
- Prioritizing investment proposals according to strategic importance.

2.2. Community Investment as an Outcome of Governance Success

After establishing a strong corporate governance framework, Almarai achieved significant financial success, which encouraged the company to expand its role in corporate social responsibility (CSR) initiatives.

The company believes it is an integral part of society and has therefore directed its strategies toward community responsibility through a structured CSR framework illustrated in the following figure.

Figure2: The Strategic Framework for Community Investment.



Source: Prepared by the researcher based on (the Almarai Sustainability Report, 2024).

The company's belief in corporate governance has led it to pay greater attention to serving the community by focusing on four elements: training and development, health, sports, and donation & sponsorship, considering all of them as important aspects for the community.

## Training and Development

Almarai has given strategic importance to training and development programs aimed at empowering youth and enhancing their creative capabilities.

**Table2: Training and Development Initiatives at Almarai.**

| Initiative                                 | Objective                                                                                  |
|--------------------------------------------|--------------------------------------------------------------------------------------------|
| Agreement with the Saudi Logistics Academy | Training and qualifying a new generation of Saudi youth in the logistics sector            |
| Annual Almarai Saudization Ceremony        | Signing agreements with educational institutions to train and prepare youth for employment |
| Participation in Career Week               | Commitment to youth employment                                                             |

**Source:** Prepared by the researcher based on (Almarai reports, 2024).

## Health Initiatives

The health sector is considered a vital sector in Saudi society and an important field for social initiatives.

**Table3: Health Initiatives at Almarai.**

| Initiative                                                                     | Objective                                                                        |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Support for children through discounted infant milk products                   | Supporting newborn children of social security beneficiaries up to two years old |
| Memorandum of understanding with "Asma'ak" Association (Cochlear Implantation) | Strengthening social welfare by supporting the role of the Asma'ak Association   |
| Sponsorship of the "Step for Your Peace of Mind" event                         | Raising awareness of mental health                                               |

**Source:** Prepared by the researcher based on (Almarai reports, 2024).

## Donations and Sponsorships

Almarai has made significant contributions in this area. In 2024, the company achieved several important accomplishments:

- Spending 50 million Saudi Riyals on CSR projects;
- Supporting approximately 400 organizations through donations and sponsorships;
- Donating more than one million products throughout the year.

## Sports

Almarai places strong emphasis on sports due to its role in promoting community well-being and health. Key objectives include:

- Developing the skills of young athletes;
- Encouraging society to adopt walking and healthy lifestyles;
- Supporting sports talents and athletes with disabilities.

### 2.3. CSR Initiatives within the Corporate Governance Framework

In line with its governance strategy, Almarai has launched several CSR initiatives.

Among the most notable initiatives are: (<https://www.almarai.com/ar/corporate/in-the-community>, 2026)

- **Food Industries Polytechnic Institute (2011):**

Established to train and qualify professionals in the food industry sector in Saudi Arabia.

- **Future Leaders Program:**

A leadership development program designed to prepare individuals for leadership positions in collaboration with universities.

- **Almarai Scientific Innovation Award:**

A program aimed at supporting scientific research and innovation in basic and applied sciences.

- **Almarai School Excellence Award:**

A program encouraging academic achievement and supporting creative projects among students.

- **Almarai Ideal Mother Award (since 2018):**

Awarded to mothers who care for children with disabilities in partnership with the Disabled Children's Association.

- **Almarai Veterinary Medicine Award:**

Aimed at supporting veterinary medicine due to its importance in protecting livestock health and public health.

## 2.4. Human Resource Development within CSR

Almarai places great importance on human resources as a strategic asset representing knowledge, experience, and innovation.

- **Health and Safety Management**

Almarai implements a comprehensive **health and safety program** to ensure employee safety and prevent workplace hazards.

**Figure3 : Health and Safety Management at Almarai Company.**

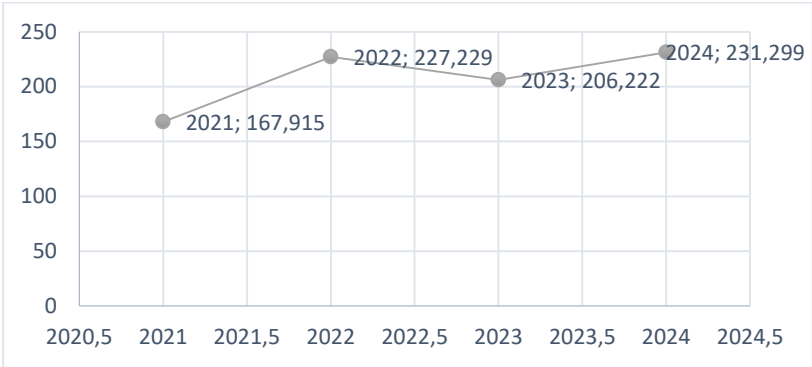


**Source:** Prepared by the researcher based on (<https://sustainability.almarai.com/ar/health-and-safety.html>, 2024).

**Key actions include:**

- Launching a user-friendly incident reporting system available to all employees;
- Using advanced digital technologies and cloud systems to report potential risks;
- Providing training and awareness programs related to occupational health and environmental safety. It also worked on increasing the hours of occupational health and safety training, as shown in the following figure.

Figure 4 : Number of Health and Safety Training Hours at Almarai.



Source: Prepared by the researcher based on

(<https://sustainability.almarai.com/ar/performance-data.html>, 2024).

Training hours increased significantly from 167,229 hours in 2021 to 231,299 hours in 2024, reflecting the company’s strong commitment to employee safety.

- Almarai has also established partnerships with occupational health and safety organizations to improve employee protection standards.

This strategy has led to a significant reduction in lost-time injury cases among employees.

Figure5: Lost-time injury cases among employees at Almarai.

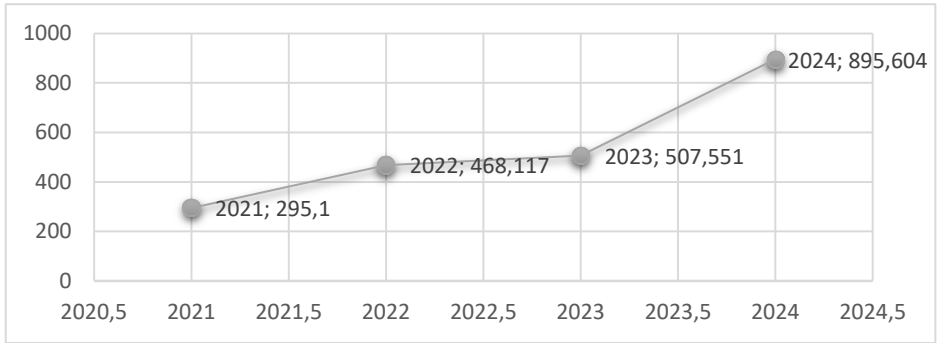


Source: Prepared by the researcher based on (<https://sustainability.almarai.com/ar/health-and-safety.html>, 2024).

## Training and Human Resource Development

Almarai provides continuous development programs for employees to enhance efficiency and innovation.

**Figure6: Development of training hours.**



**Source:** Prepared by the researcher based on

(<https://sustainability.almarai.com/ar/performance-data.html>, 2024).

Training hours increased from **295,100 hours in 2021** to **895,604 hours in 2024**, demonstrating strong investment in employee development.

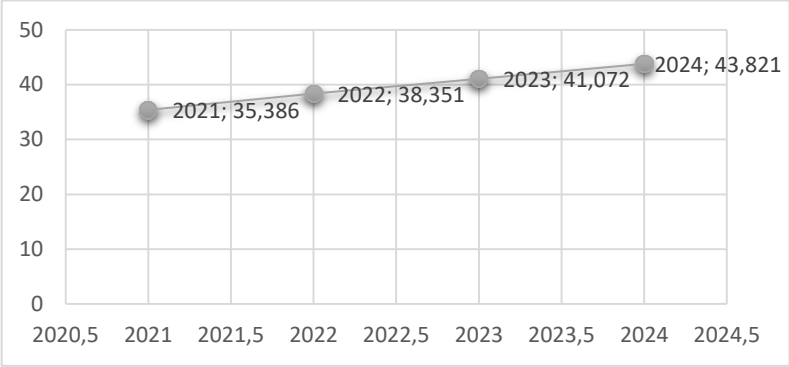
## Workforce Diversity

Almarai has adopted a strategy to attract talent and promote workforce diversity.

Key initiatives include:

- Creating employment opportunities for youth in Saudi Arabia;
- Enhancing employee engagement and motivation;
- Implementing the WE@Almarai initiative, which focuses on:
  - We Care: Providing a supportive work environment;
  - We Grow: Encouraging training and innovation;
  - We Together: Strengthening teamwork and collaboration;
  - We Celebrate: Recognizing and celebrating achievements.
  -

Figure7: Shows the evolution of the number of employees at Almarai Company.



Source: Prepared by the researcher based on

(<https://sustainability.almarai.com/ar/performance-data.html>, 2024).

This strategy resulted in an increase in the number of employees from **35,386 in 2021** to **42,821 in 2024**, reflecting the success of the company’s human resource policies.

Conclusion

Successful organizations recognize that their objectives extend beyond profit maximization to include social impact. Corporate governance based on transparency, accountability, and stakeholder engagement enhances organizational reputation and trust, ultimately contributing to long-term sustainability.

The integration of corporate governance and corporate social responsibility strengthens institutional performance and supports sustainable development while contributing positively to society.

Study Results

The study revealed several key findings:

- Corporate governance is defined as an institution’s commitment to transparency, participation, accountability, fairness, and responsibility in order to protect stakeholders.
- Corporate social responsibility reflects organizations’ commitment to improving the quality of life of employees and society.

- CSR contributes to improving company reputation, increasing sales, and promoting sustainable development.
- The company focuses on four main CSR pillars: training and development, health, sports, and donations.
- Almarai launched several CSR initiatives including the Food Industries Polytechnic Institute, Future Leaders Program, Scientific Innovation Award, Ideal Mother Award, and Veterinary Medicine Award.
- The company places strong emphasis on human resource development through health and safety management, training, and environmental awareness.
- Almarai Company is committed to implementing corporate governance standards by publishing annual sustainability and corporate social responsibility reports, which has contributed to enhancing institutional management effectiveness and achieving a sustainable social impact.
- Almarai Company is considered one of the leading institutions in the field of environmental and social governance, as a result of the integration between corporate governance and corporate social responsibility, which has contributed to building a strong corporate reputation.

### **Study Recommendations**

- Organizations should benefit from Almarai's experience in corporate governance and CSR.
- Establish unified indicators to measure social and organizational performance and improve transparency.
- Increase corporate support for food security, waste management, and recycling initiatives to promote the green economy.
- Integrate CSR initiatives into corporate decision-making by establishing a CSR and Sustainability Committee within the governance structure.

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