

ANNUAL REPORT  
2014

# The Ongoing Journey to Nationalisation

MCDONALD'S STEADY PROGRESS IN AN EVOLVING EMPLOYMENT MARKET



McDonald's®

Saudi Arabia

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**2014** was full of challenges and achievements for McDonald's Saudi Arabia. We invested in young Saudis and developed their skills, increased our job localization, and improved our environmental strategies. These efforts have resulted in a cabinet full of regional and global awards, and the appreciation of the local community.

# A Year of Progress

**We** would like to express our gratitude to all our employees and partners for their trust in us, and for working together as one coordinated and productive team. We are very grateful for your efforts and look forward to achieving further milestones, as your McDonald's Saudi Arabia.



**McDonald's** Saudi Arabia remains committed to helping develop our nation by building a strong workforce of skilled and motivated young Saudis – an ambition in which we have been fortunate to have had the guidance of our late King Abdullah bin Abdulaziz, God have mercy on his soul, and the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz, may God protect him.

# McDonald's Saudi Arabia's youth... a promising present and a bright future

194

**McDonald's resaurants in KSA**

**The** long-term success of any company requires investment in its people – even more so in Saudi Arabia, where the nationalisation of jobs is a legal requirement as well as being a sensible business strategy.

**Since** McDonald's Saudi Arabia was established in 1993, we have worked towards building a new work culture by promoting nationalisation strategies, reducing job turnover, and finding employment solutions that balanced the needs of all parties. Progress cannot be made by continuing the same old practices, so we like to think 'outside the box'. The success of our approach can be seen in our impressive results in terms of recruiting, training and preparing hundreds of young Saudis for the job market.

**When** the Ministry of Labor (MoL) introduced the Nitaqat program in 2012 to encourage job localization, as a leader in the Quick Service Restaurant (QSR) sector, we felt it was incumbent on us to pioneer Nitaqat implementation.

**To** succeed, we realized, would require patience, perseverance, and most of all, the participation of all parties working together. We shared our approach and what we had learned with other QSR companies, which had a positive impact on the market as a whole. We are very proud of what we have achieved over the past two decades, in particular the accelerated growth in our localization strategy.

**This** year, too, has been successful. Alongside strong operational performance we employed around 1700 Saudi nationals in our workforce and opened 32 new branches. Next year promises to be even more successful as we expand our branch network and continue to recruit more young Saudis.

**However,** reaching the stage we are at today has not been easy. Ever since our early days, attracting and retaining Saudi employees has been a challenge. Nevertheless, we redoubled our efforts and we remain determined to understand underlying obstacles so that we can further improve staff retention, and continue to build staff loyalty. McDonald's Saudi Arabia pledges to work relentlessly to develop innovative solutions and face the challenges of the job market, using best-practice techniques which focus on the employee as the key to determining effective solutions.

**We** do not claim that we have solved the localization issue – but we have worked out solutions to some of the challenges facing the Saudi labor market, in particular, attracting young Saudis to the private sector.

**Numbers**, it is said, don't lie – and our numbers show that our approach to nationalisation has been successful.

**Nonetheless**, we believe in continuous improvement, and are always looking for fresh ideas. We remain committed to building an attractive working environment by training and developing our people and offering career opportunities that attract Saudi nationals, which will further reinforce the reputation of McDonald's Saudi Arabia as the leading employer in the sector.

**When** someone offers advice, they are in effect, offering you the chance to avoid the mistakes they have already made. This is what we have tried to do for other QSR companies by sharing

what we have learned. We hope that this report continues that process, and proves useful for our colleagues in this industry.

**We** are keen to extend our appreciation and gratitude to the Human Resources Development Fund (HRDF), the Ministry of Labor, and other government agencies for the support they provide for our initiatives.

**And** lastly, we would like to thank the young Saudis who have joined McDonald's, all of whom have had a profound impact on our approach to employment issues – and to congratulate them on their success.

**God** is our guide in the service of our beloved country and is the strength behind our steps for the good of this nation.

“The real wealth of any nation is its youth.”

the late King  
Abdullah bin Abdulaziz Al Saud



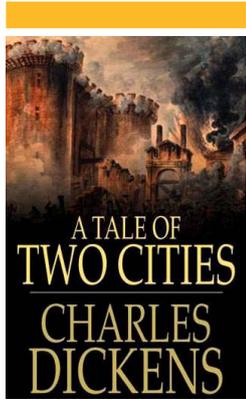
**Abdul Rahman Ali Reza**  
General Manager, Reza Food Services Company



**Mishaal Khalid F. Al Saud**  
President, Riyadh International Catering Corporation



## Phase I: Before Nitaqat



### LOCALIZATION: 22 YEARS OF LEARNING

"It was the best of times,  
it was the worst of times,  
it was the age of wisdom,  
it was the age of foolishness,  
it was the epoch of belief,  
it was the epoch of incredulity,  
it was the season of light,  
it was the season of darkness,  
it was the spring of hope,  
it was the winter of despair."

- Charles Dickens, *A Tale of Two Cities*

**Dickens'** 1859 novel *A Tale of Two Cities* might well have been about the French Revolution rather than the QSR sector, but nevertheless the book's opening lines seem quite apt as a description of McDonald's Saudi Arabia's nationalisation efforts over the past 20+ years.

### AGE OF WISDOM

**Our** story begins in 1993, when McDonald's opened its first branch in Saudi Arabia and began to address the need to employ and retain young Saudis even before the Ministry of Labor's Nitaqat program, making McDonald's Saudi Arabia the pioneer of nationalisation in the QSR sector.

### EPOCH OF BELIEF

**We** realized that the first step of addressing this problem was to thoroughly understand it, so we spoke in depth to young Saudis, asking them about the best ways to reach young job seekers, their employment needs, and whether there were any barriers preventing them from entering our industry.

**Our** research showed a culture in which QSR work was discouraged by social barriers and shame. Most young Saudis preferred office work to the QSR industry, preferences that were reinforced by family and societal pressure. Our first big challenge was to understand these beliefs, and gradually influence and change them.

**These** efforts were successful to some degree. Initially, working in restaurants was seen as totally unacceptable, but as time passed, attitudes began to change, and young Saudis began accepting jobs far from their neighborhoods, or even taking kitchen jobs where they would be less likely to be seen by someone they knew. However, the staff turnover rate still exceeded 149 percent, which clearly required much more work.

### SEASON OF LIGHT

**In** early 1995, we formed a nationalisation committee, headed by the President, to focus on this issue, and commissioned detailed research which included interviewing ex-employees to understand their reasons for leaving, and factors that would have persuaded them to stay. Interviews revealed that there were four main causes for the low levels of Saudi employment in the QSR sector: public shame; poor English language skills; long working hours both day and night; and the distance to commute to work, which was exacerbated by the absence of public transport.

**This** research prompted us to translate training courses into Arabic; to adopt a flexible policy on working hours and locations; to develop our branch networks closer to residential areas; and to enhance incentives. We also took part in career fairs to promote the changes we had made and the incentives we were offering. Together, all these initiatives began to make a material difference.

### SPRING OF HOPE

**In** 2008, a new nationalisation committee was formed to take up the challenge. This group was tasked with understanding young peoples' motivation and formulating innovative ways to balance their needs with those of McDonald's. Their efforts paid off, with McDonald's Saudi Arabia achieving an encouraging nationalisation rate of 27 percent, with turnover levels falling significantly.

**Then** in 2012 the Ministry of Labor launched the Nitaqat program, drawing attention to our efforts, and completely transforming the approach of our competitors in the QSR sector.

# Phase II: After Nitaqat

**Nitaqat** actually led to a fall in our nationalisation rate and an increase in staff turnover. This was because employment nationalisation was now a legal requirement throughout the economy, prompting many of our competitors to attract well-trained and developed employees to their companies.

**At** the same time, Hafiz, another MoL initiative, was launched, offering registered job seekers a subsidy of SAR 2,000 a month. For many, this allowance proved more attractive than working full time for a similar salary.

**McDonald's** had been making efforts to increase Saudi employment for 18 years, but now the progress we'd made was being threatened by

the changes in the labor market. We realized that our next challenge would have to shift from simply providing jobs for young Saudis to building work place loyalty and providing and maintaining an attractive work environment.

**The** Nitaqat program gave us an incentive to start again.

### A NEW START

**While** many companies in the QSR industry doubted the effectiveness of recruitment campaigns, we launched a massive promotion, targeting our recruitment efforts in remote areas and promoting an exciting new incentive program. This included accommodation allowances, transportation, two day weekends, five days of leave for every three months worked (including a plane ticket), and three weeks of vacation every eleven months. This did help boost recruitment rates, but we fell short of our targets.

**We** realized that we needed to rethink the best ways to attract young Saudis, to ensure they mastered the necessary work skills, and to increase their job satisfaction and brand loyalty so they would remain with us.

**Consequently** we commissioned new research, and spoke to 500 young Saudis about what they looked for in any new job, including acceptable wage levels. Their responses formed the basis of the third phase of our nationalisation efforts, which became known as the SAR4500 campaign.



EVOLUTION OF MCDONALD'S LOCALIZATION STRATEGY

## Phase III: SAR4500 Campaign

### THE BEST OF TIMES

**When** our peers hear about our success, they often think that it was some complex formula that enabled us to succeed – but that isn't the case, as this report demonstrates. The not-so secret-secret of our success is quite simple: listen to people, understand their needs, and satisfy them.

**Our** research showed that approximately 50 percent of respondents felt that the basic salary was the main attraction to employment, with 20 percent saying that they would work at McDonald's in any position, provided they were offered a better salary and more benefits. Some 40 percent said that salaries between SAR3,000 and SAR4,000 would be appropriate, with the

average amount desired for work at McDonald's being SAR 3,756.

**Drawing** on these findings, we launched a new recruitment campaign in November 2012 which offered the flexibility to choose the time and place of work, two days off per week, clear career progression, and most importantly, a basic salary of SAR4,500 per month.

**The** first months of the campaign were the best of times for McDonald's Saudi Arabia: applicants jumped from 150 to 1,487 per month and we became a shining example for the rest of the QSR sector.

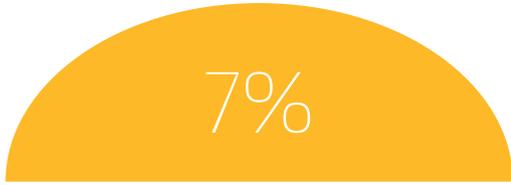
**However**, success breeds imitation, and soon our competitors copied our initiatives, also increasing salaries. Private companies in other industries soon followed suit – with the result that thousands of young Saudis joined the labor market for the first time.

**In** effect, McDonald's had set a new minimum wage in Saudi Arabia, raising basic salaries from the previous standard of SAR3,000 to SAR4,500.

**As** positive as this was for job seekers and for the national economy, it did, however, create challenges for McDonald's. Now that everyone was offering higher pay, our competitive advantage in attracting young Saudis had diminished.

**What** was needed was an innovative approach that would boost our nationalisation figures, but at the same time improve performance, attendance, and the commitment of existing employees. As a consequence we formulated our SR5000 campaign, whereby basic salary was lowered by SR500 to SR4,000 – but with a SR1,000 incentive offered for those achieving high attendance rates.





decrease in turnover rates in 2014

# Phase IV: SAR5000 Campaign

**Employment** localization is not simple because of the fluidity of the job market.

**Our** many recruitment campaigns have driven compensation and benefits in the QSR industry, and have influenced the private sector as a whole, particularly in terms of recruiting 18-25 year olds. However, ideas that are successful in the short term lose their effectiveness as competitors follow and level the playing field, which is why our HR team has to keep on its toes and investigate new solutions.

**To** that end, we are developing programs that will ensure the selection of suitable and qualified personnel to work in the right jobs, at the right time, as well as finding ways to enable our current staff reach their full potential.

**We** know that our people are critical to our success, which is why we believe in empowering them to develop their skills, as well as offering a range of benefits designed to boost performance.

**To** prepare for the fourth phase of our localization efforts, we compared salary rates and benefits with our competitors and with other sectors, to ensure that we stayed competitive. In order to recruit Saudi youth and introduce them to the job market, we had to understand how we fit into the bigger picture.

**The** goal of the campaign is to reduce staff turnover and raise nationalisation above the current 24 percent, which remains a major challenge for the time being.

### THE PRINCIPLES OF THE CAMPAIGN

**Our** SAR5000 campaign is unique because it addresses two sides of the employment challenge simultaneously; recruitment and employee performance.

**The** basic principle is to link a higher salary to improved attendance.

**In** the new offer, the basic crew salary is SAR4,000, with an extra SAR 1,000 on offer for

## TWO APPROACHES TO THE SAR5000 CAMPAIGN

Central, North, and East



SAR500 incentive to Saudi employees with 60-80% attendance or better



SAR500 additional incentive to Saudi employees with 81% attendance and above

West and South



Saudi employees with 100% attendance for the month receive SAR500 incentive



Saudi employees with 3 consecutive months of perfect attendance receive SAR1000 incentive (beginning 2015)

those achieving 80 percent attendance for the month awarded in two SAR500 increments:

- 1. SAR 500** for working 60 percent of assigned hours.
- 2. An** additional SAR 500 for working 80 percent or more of assigned hours.

### ENCOURAGING RESULTS

To date the SAR5000 campaign is proving successful. Staff turnover rates have decreased, applications are up, and – best of all – we are noticing serious commitment to improve attendance and earn the salary incentives.

- **65 percent** of Saudi employees have received SAR 500 or SAR 1,000 incentives since the start of the campaign in January 2014
- **Staff** turnover rates for 2014 are down to 60 percent
- **Applications** are up from 150 per month (Nov-Dec 2013) to 700 per month in Jan 2014, levelling off to 200 per month now.

### NEXT STEPS

**At** McDonald's Saudi Arabia our aim is to achieve sustainable growth and leadership in the market.

**We** want to be the preferred employer in the QSR industry, and to enhance our capabilities in order to gain a long term competitive advantage in employment, which is why we have always focused on investing in young Saudis, and why we are proud to continue to lead the way in nationalisation.

**It** is always difficult for companies to accept the resignation of their employees, especially if they are talented and experienced. To minimize turnover we have developed a seven step approach to staff retention.

**1. Flexibility:** McDonald's has taken a flexible approach with employees, allowing them to choose their place of work and working hours, including allowing some employees to work part time. Such flexibility has helped us integrate college students during the summer, and those who could only work part time due to other obligations.

**2. Salaries:** we launched the SAR5000 campaign for the restaurant crew, and have increased salaries for restaurant managers and higher positions, since studies show that low salary is the main reason for high turnover.

**3. Training:** we understand that training plays an essential role, so we have developed technical skills training programs for our kitchen staff, as well as English language classes for all employ-

ees. We have also awarded a number of scholarships to attend Hamburger University, McDonald's corporate leadership and operations training center in the United States. Investing in our employees helps instill a love of work and develops brand loyalty and commitment to the job.

**4. Open door policy:** it may seem obvious, but simply listening to our employees is the best way to earn their respect and build brand loyalty. We do not make decisions that will affect our employees without involving them in consultations and discussions. In addition to improving employee relations, this approach helps us gain valuable insights to improve operations. We have an open door policy, which means that any complaint that is not resolved gets escalated to the next level of management, up to president of the company, if necessary. We also take the hassle out of contacting Employee Relations by accepting suggestions, complaints and inquiries through WhatsApp, email or by phone.

**5. Career development:** 90 percent of our employees are crew members while 10 percent hold management positions. With our growth and expansion year after year, this 10 percent represents more and more management staff. In 2014, we launched the fast track program, which aims to promote Saudi restaurant crew members to management positions as assistants, supervisors, administrators, and restaurant managers. The promotions offer both career advancement and higher salaries.

**6. Appreciation:** there is no better way to show appreciation for a job well done than through monetary incentives. Restaurant managers are evaluated through a three-pronged system: 20 percent of their performance evaluation is based on the ability to retain staff; 10 percent is for success in nationalisation rates; and the remaining 70 percent is related to sales achievements. Restaurant managers who perform well are rewarded with appreciation and recognition from McDonald's upper management and with financial incentives for their work.

**7. Satisfaction:** we firmly believe that a promising future for McDonald's Saudi Arabia includes keeping and developing our Saudi employees. This can only happen if we maintain their confidence and loyalty by monitoring their performance, ensuring their needs are met, and finding immediate solutions to any problems through good communication and open dialogue. One way we accomplish this is through our Global People Survey.

### GLOBAL PEOPLE SURVEY

**In** December 2014, RICC – the McDonald's Developmental Licensee for Central, Eastern and Northern areas of the Kingdom – developed the Global People Survey (GPS), an electronic survey to measure the level of employee satisfaction.

**GPS** provides a sophisticated yet simple environment for employees to express their views and offer suggestions regarding their satisfaction with treatment from management and the services McDonald's provides to them. We plan to issue the voluntary GPS on a periodic basis.

**In** the first survey, 437 Saudis took part comprised of 77 indoor managers and 360 crew members, who answered questions designed to explore their views on the physical work environment, crew and management relations, employment needs, their pride in working for McDonald's, and whether they would recommend McDonald's as a good place to work.

### LISTENING TO OUR EMPLOYEES

**In** addition to GPS, McDonald's Saudi Arabia undertakes a comprehensive review of employee performance twice a year based on their productivity and attendance records.

**A** team from the head office visits 20 branches each week, to meet the staff and listen to their suggestions, while the HR department conducts monthly meetings with branch employees. In addition, there is a quarterly meeting which brings together all employees in a hotel for a two-hour open discussion,

where anyone can offer opinions, suggestions, questions, and complaints to senior managers, without the need to pass through their current manager.

**These** various dialogues with restaurant crews point to five reasons behind high turnover:

- Better salary offers
- Work in the military
- College
- Lack of career development potential
- The nature of the work

**According** to HR reports, many of our crew members leave because they are offered work as assistants or supervisors in hotels, supermarkets, pharmacies, or in government jobs. Although, we are sorry to see them go, we take great pride in the fact that the training they receive at McDonald's helps make our employees desirable candidates elsewhere.

### CELEBRATING SUCCESS

**We** believe in marking achievements, encouraging employee interaction outside of working hours, promoting loyalty and increasing moral.

**Twice** a year we organize an open day to recognize achievements, giving senior leaders the opportunity to thank employees for their hard work. These open days include fun contests, a meal, and valuable gifts and prizes.

**These** are only a few of the simple, high-impact steps that have contributed to improving our staff retention, especially in more remote villages and provinces.



99%

satisfaction rate on iCRM results

# Highlights of 2014

**Although** this year was full of distinctive achievements, it only represents a fraction of what we aspire to accomplish. Our ambition grows with each new success, and we continue to push for more challenging targets in the future.

**In** 2014, our nationalisation initiatives resulted in the recruitment of 1,533 new Saudi employees, and the opening of 32 new restaurants throughout the Kingdom, including branches in Arar, Khafji, Hafr Al-Batin, Dawadmy, and Shakra. There are now a total of 194 McDonald's restaurants in Saudi Arabia.

**By** the end of 2015, we hope to open 41 new branches, for a total of 240 restaurants. We plan to recruit 1,200 more Saudis in 2015, to add to our current workforce of around 7,000 employees.

## NATIONAL WEEK OF EMPLOYMENT

**We** sincerely believe that we have the responsibility to play an active role in the development of the national economy, which is why we launched the National Week of Employment on January 18, 2014, the goal of which was to accept job applications within 30 minutes.

**Restaurants** in Riyadh received applications from 09:00 to 19:00, with dozens of applicants hired on the spot.

**The** level of interest was high because of the many incentives we were offering: salary increase from SAR4,500 to SAR5,000; flexibility in working hours and locations; two-days of vacation per week, and clear career development.

## TARGETED INITIATIVES

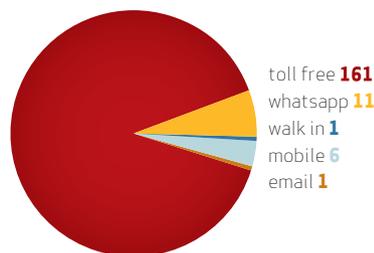
**To** celebrate the 84th National Day, RICC launched a program of special events, featuring entertainment, sports, and national events, to help demonstrate our pride in Saudi Arabia on this special day. There were also financial rewards for employees, especially Saudis, at the general administration level and in all its restaurants.

**Employees** were asked to record a ten second video clip celebrating National Day. The three best videos were chosen by a judging panel. First prize was SAR5,000, second prize SAR3,000 and the third prize was SAR2,000.

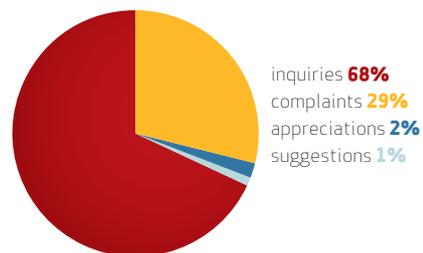
**We** also sponsored several social initiatives during the year, focused on supporting local communities through health awareness campaigns, including organizing blood donations, visiting patients in hospitals, and supporting people with special needs.

**We** also donated to charitable organizations and orphan care associations, as well as sports

## DECEMBER'S iCRM PROGRAM RESULTS



FEEDBACK SOURCE



FEEDBACK TYPE



**HH Prince Waleed bin Nasser Al Saud receives an award on behalf of McDonald's Saudi Arabia for excellence in the field of localization**

activities. McDonald's Saudi Arabia also arranged McDonald's Family Festivals in Riyadh and Khobar.

### iCRM PROGRAM

**In** December, our HR team launched the iCRM Program, which allows staff to submit their suggestions, inquiries, or complaints, by e-mail, a toll-free call, or through WhatsApp. We launched this with a large media campaign, including posters and letters to our staff.

**The** goal of the program is simple. When a manager or crew member makes a complaint or inquiry, we will respond in less than 72 hours. If the issue remains unresolved, it is escalated to a higher level, all the way to the president of the company if required.

**The** advantage of the iCRM program is that it tracks detailed data for each issue submitted. The program sends daily reports to senior management about latest developments and outstanding cases. During the first month of iCRM, our Employee Relations team received 180 cases – 68 percent of which were inquiries; 29 percent complaints; 2 percent praise, and 1 percent sugges-

tions. 91 percent of cases came via the toll-free number, 6 percent via Whatsapp ; 2 percent by personal visits to headquarters; and just 1 percent by via email.

**Of** the total cases received, more than 99 percent of correspondents were satisfied with the results, with an average resolution time of two days and 17 hours. Only 3 percent of cases were escalated to a higher level. This program has had a great impact on facilitating communication between Saudi crew members and management, meeting all their needs and requirements in record time.

### PRESTIGIOUS AWARDS

**Our** nationalisation efforts have not gone unnoticed.

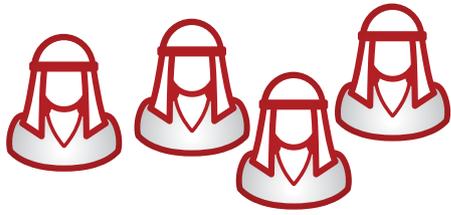
**For** example, the Labor Ministers of the Gulf Cooperation Council (GCC) honored McDonald's franchise owner, Riyadh International Catering Company (RICC) at the opening ceremony of the 31st session of the GCC in Kuwait in recognition of its excellence in the field of employment localization. The award was presented to HH Prince Waleed bin Nasser Al Saud, Vice President for Business Support at RICC.

**McDonald's** was also named among the top 10 "Best Place to Work" for the sixth consecutive year, in recognition of our continuous commitment to provide an encouraging work environment for all employees by offering competitive salaries and benefits, training courses, and the adoption of the open door policy, as well as for protecting the rights and dignity of our staff.

**On** an individual level Mr. Ali Ahmed Al-Bari, property manager at McDonald's Saudi Arabia, won the 2014 President's Award, a recognition given by the McDonald's global company to the top 0.001 percent of employees worldwide. Ali is the first Saudi to receive this award, which he accepted in a ceremony at McDonald's headquarters in Oak Brook, Illinois, USA.



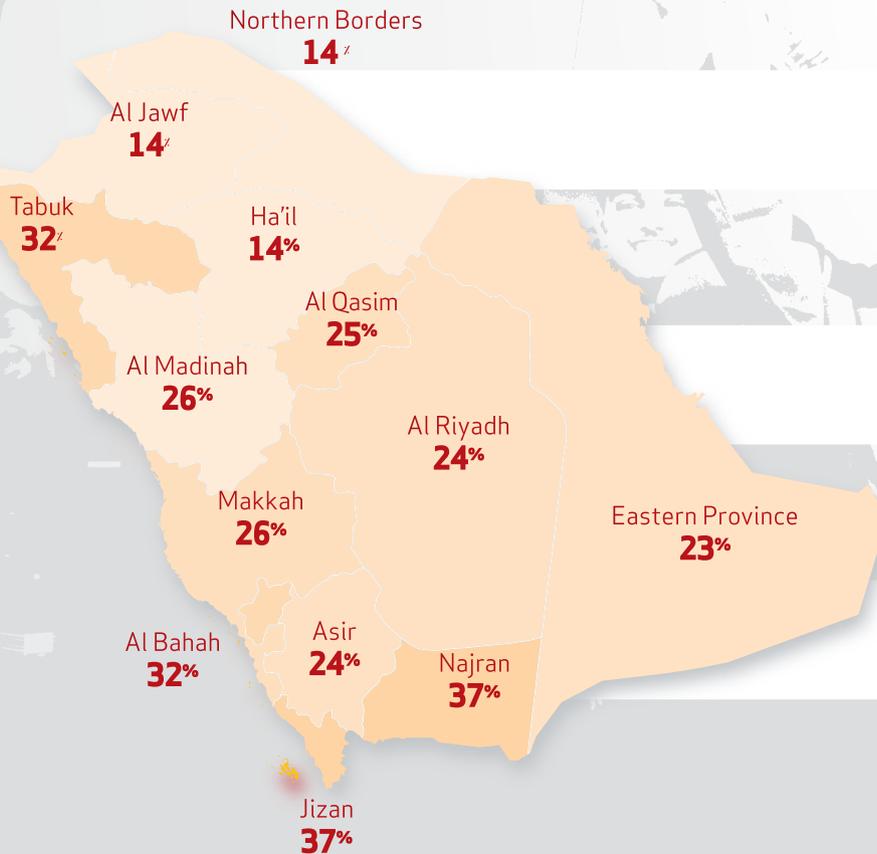
**McDonald's Saudi Arabia: among the top ten best places to work for six years running**



1200 new Saudis to be hired in 2015

# A look at McDonald's Saudi Arabia

## NATIONALISATION RATES BY REGION



194 restaurants in the Kingdom

32 restaurants added in 2014

41 new restaurants in 2015



**1699**  
Saudi employees



**22**  
years in the Kingdom



**7245**  
employees



**24%**  
Nationalisation rate

**130 million customers served in 2014**

### INCREASES IN SAUDIS HIRED OVER LAST YEAR





## McDonald's Saudi Arabia... the taste of success

**They** say that everyone experiences a 'Eureka moment'. Mine was the moment I decided to join McDonald's Saudi Arabia.

I am frequently asked about what I have learned during the seven years I have spent working for McDonald's Saudi Arabia. The answer is: a lot.

**When** I started working for McDonald's Saudi Arabia in the Jazan region as one of the crew members in 2007, I realized that challenges are really just steps on the ladder to success. Perhaps the first lesson I learned was that to overcome those challenges and climb the ladder, I would need to improve my skills, gain experience, learn the details of my business, and excel day after day.

The second lesson was to follow the advice of other successful people: success is loving what you do, not doing what you love.

**Loving** your job means always being present, being committed to work hours, and thinking of how to improve yourself so that you are more effective and efficient in your job. This way of thinking is contagious, and your coworkers will soon join you in achieving great results.

**The** thing is, even though this sounds like a lot of work, and seems like it only benefits McDonald's Saudi Arabia, it actually benefits me most of all. In the last seven years I have gained many friends, overcoming a lifetime of shyness. I also improved my English skills hugely. I am in the fast-track career development program, and am passing all my training courses. I also received pay increases during the various employment campaigns, along with other benefits for managers from my promotions.

**No** wonder McDonald's Saudi Arabia was ranked first on the list of best work environments in Saudi Arabia for six consecutive years. It's also not surprising that McDonald's is expanding, especially in the Jazan region where I work.

**Because** I have been able to demonstrate my ability and hard work in the past, McDonald's Saudi Arabia trusts me enough to be a big part of that growth. I am now a first assistant, and play a prominent role in training promising young Saudis to work in our new branches in Abu Arich, Khamis Msheet, Abha, Mahayel Asir, Nejran, and Bisha.

I am proud of the many young people who began as members of my staff, and have become a part of the present and future of this great company, due to their hard work.

I know I'm not the only success story of young Saudis who have risen quickly through the ranks, and I'm hoping that with time, we will become the rule and not the exception. I know now that the secret to success is to continue on your way with great strength and optimism, no matter how humble you start, and to appreciate even small steps toward progress on your way to the top.

I look forward to continuing to develop my career with McDonald's Saudi Arabia, and what I would like to say to my fellow employees is this: think of McDonald's Saudi Arabia as a fertile environment to work and gain experience; then work diligently and faithfully until you reap the fruits of your efforts. Share your experiences of success, and we will reach for the top together, with God's will.

**Saleh Ahmed Ali Al-Waseli**