

White Paper

Impact of Saudization on Recruitment in KSA

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KINGDOM OF SAUDI ARABIA

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1. Executive Summary

In the dynamic economic landscape of the Kingdom of Saudi Arabia (KSA), Saudization stands as a pivotal policy initiative, integral to the nation's ambitious Vision 2030. Spearheaded by the Saudi government, Saudization aims to bolster employment opportunities for Saudi nationals within the private sector, marking a transformative step towards economic diversification and sustainability. This white paper, meticulously researched and presented by LEORON Institute, draws upon a wealth of up-to-date references, including recent government directives (Ministry of Human Resources and Social Development, 2022), industry analyses, and expert insights, to provide a nuanced understanding of Saudization's far-reaching implications for recruitment practices and organizational strategies across the Kingdom.



LEORON Institute's involvement in this research stems from our commitment to empowering businesses and professionals with the knowledge and tools necessary to navigate complex market dynamics. By analyzing Saudization's impact, challenges, and opportunities, LEORON aims to furnish recruitment decision-makers in Saudi Arabia with actionable intelligence, thereby fostering a well-informed, strategic approach to talent management and compliance.

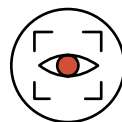
Saudization transcends the realm of labor policy to embody a strategic pillar of Saudi Arabia's broader economic reform agenda. The mandate for employ-

ing Saudi nationals across diverse sectors seeks not only to mitigate unemployment among locals but also to cultivate a robust, skilled workforce capable of driving forward the nation's economic aspirations. Nonetheless, the path to realizing these goals is marked by significant hurdles, ranging from bridging skill gaps to adapting corporate cultures and investing in human capital development.

Through our analysis, distinct sectoral impacts emerge, highlighting the variegated landscape of Saudization compliance and strategic adaptation. Notably, the financial services, retail, and technology sectors emerge as pioneers in aligning with Saudization norms, leveraging innovative recruitment and talent development methodologies. These sectors' experiences offer invaluable lessons and benchmarks for entities grappling with Saudization's requirements.

As we project into the future, the trajectory of Saudization is inextricably linked with Saudi Arabia's Vision 2030, underscoring the necessity for ongoing policy refinement and strategic education and training investments. The evolving Saudi labor market demands that businesses maintain agility, employing cutting-edge technologies and forward-thinking HR practices to attract, nurture, and retain Saudi talent.

In essence, Saudization represents a dual-faceted challenge and opportunity, pivotal to the maturation of the Saudi labor market and the broader economic ecosystem. Through strategic HR management, dedicated talent development, and policy alignment, businesses can navigate Saudization's complexities, contributing to a vibrant, diversified Saudi economy. This white paper, brought forth by LEORON Institute, endeavors to equip recruitment decision-makers with the insights and strategies critical for mastering Saudization, ensuring compliance, and promoting a competitive, dynamic workforce.



2. Introduction

In the evolving economic landscape of the Kingdom of Saudi Arabia (KSA), the implementation of Saudization represents a pivotal shift towards fostering a sustainable and diversified economy. This policy, integral to the nation's Vision 2030, aims to increase the

employment of Saudi nationals across various sectors, thereby reducing reliance on expatriate labor and addressing the challenge of unemployment among the local population. The LEORON Institute, recognizing the critical importance and complex implications of this policy, has embarked on a comprehensive analysis to assess its impact on recruitment practices within the Saudi market. This white paper serves as an essential guide for recruitment decision-makers, HR directors, and hiring managers, providing insights into navigating the challenges and leveraging the opportunities presented by Saudization.



Background and Rationale

Saudization, officially known as the Saudi Nationalization Scheme, is a strategic initiative launched by the Saudi government to promote the employment of Saudi nationals in the private sector. This initiative is a response to the dual challenge of high unemployment rates among Saudis and the economy's historical dependency on foreign labor. As Saudi Arabia endeavors to transition to a knowledge-based economy, Saudization is seen as a key driver for economic reform, aligning with the broader objectives of Vision 2030 to create a vibrant society, a thriving economy, and an ambitious nation.

Objectives of the White Paper

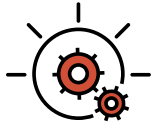
The primary objective of this white paper is to provide a holistic understanding of Saudization and its multifaceted impacts on the recruitment landscape in Saudi Arabia. Specifically, it aims to:

- **Analyze the Saudization policy framework:** Offering an in-depth review of the policy's evolution, current regulations, and implementation mechanisms.
- **Evaluate the impact on recruitment practices:** Assessing how Saudization has altered the dynamics of talent acquisition, development, and retention within the private sector.
- **Identify challenges and opportunities:** Highlighting the key challenges faced by businesses in complying with Saudization targets and the strategies employed to overcome these obstacles.
- **Provide sector-specific insights:** Delivering a nuanced analysis of how Saudization affects different industries and the innovative practices adopted to meet compliance requirements.
- **Offer strategic recommendations:** Proposing actionable strategies for organizations to navigate Saudization effectively, ensuring both compliance and competitive advantage.

LEORON's Commitment to Empowering Businesses

At LEORON Institute, our mission extends beyond providing professional training and development; we are committed to equipping businesses and professionals with the strategic insights necessary to thrive in challenging and dynamic market environments. Through this white paper, LEORON aims to contribute to the successful implementation of Saudization across the Saudi private sector, facilitating a smoother transition towards a diversified economy and an empowered Saudi workforce.

As we delve into the subsequent sections of this white paper, we will explore the intricacies of Saudization, drawing on the latest data, case studies, and expert opinions to offer a comprehensive resource for businesses striving to adapt to and excel within the Saudi labor market's evolving landscape.



3. Understanding Saudization: Policy Framework and Evolution

Saudization, formally known as the Saudi Nationalization Scheme or Nitaqat, is a cornerstone of the Kingdom of Saudi Arabia's (KSA) strategic initiatives to reform its economy and labor market. This section delves into the policy's legislative framework, its phased evolution, and the broader context within which Saudization operates, underscoring its significance in the Kingdom's journey towards Vision 2030.



The Genesis of Saudization

The Saudization policy, initiated in the early 1990s, sought to reduce dependency on expatriate labor and address unemployment among Saudis. This policy gained momentum with Vision 2030, aiming to diversify the Saudi economy beyond oil. The introduction of the Nitaqat program in 2011 marked a significant step in enforcing Saudization by categorizing companies based on Saudization rates and incentivizing higher compliance.

Legal Framework and Regulations

The legal framework for Saudization includes a series of royal decrees, ministerial resolutions, and guidelines from MHRSD. The Nitaqat program is a cornerstone, categorizing companies into Platinum, High Green, Mid Green, Low Green, Yellow, and Red, based on their Saudization levels, and apply-

ing incentives or penalties accordingly. Recent updates aim to refine these mechanisms to better align with the evolving labor market and economic objectives.

Evolution of Saudization Targets

Saudization targets have evolved to cover more sectors and emphasize the quality of employment for Saudi nationals. The policy's scope has expanded from low-skilled positions to include professional and technical roles, with specific Saudization quotas set for industries like retail, telecommunications, and engineering. Initiatives like the Professional Verification program, introduced to verify the skills of foreign nationals, reflect the Kingdom's commitment to enhancing the employment quality of Saudi nationals.

Saudization and Vision 2030

Saudization is integral to Vision 2030, which aims at creating a vibrant society, a thriving economy, and an ambitious nation. The policy supports economic diversification, enhances private sector growth, and fosters a competitive Saudi workforce. The launch of the Tourism Visa and adjustments to the Nitaqat framework are examples of how Saudization is being aligned with Vision 2030 goals.

Challenges and Milestones

Despite successes in increasing Saudi employment in targeted sectors and enhancing female workforce participation, Saudization faces challenges such as skill mismatches and adapting business practices to new labor market realities. The first phase of Saudization implementation in sectors like consulting highlights ongoing efforts to increase Saudi nationals' labor market participation and enhance their contribution to the economic system.

By providing a package of incentives and support for private sector establishments to hire Saudis, including recruitment, training, and employment continuity support through the Human Resources Development Fund (Hadaq), the Ministry aims to facilitate the Saudization process. Additionally, the Local Content and Government Procurement Authority ensures Saudization requirements are included in consulting contracts, highlighting a comprehensive approach to embedding Saudization across strategic sectors.



4. Saudization's Impact on the Saudi Labor Market

Expanding on Saudization's impact on the Saudi labor market requires a detailed look at its comprehensive effects across various sectors, employment trends among Saudi nationals, and broader economic implications. Saudization has significantly influenced employment rates, with targeted initiatives across sectors like BFSI, healthcare, and oil production leading to notable employment opportunities for Saudis. These efforts align with Vision 2030's goals of economic diversification and reducing dependency on expatriate labor.



The policy's sector-specific impacts highlight a strategic approach to increasing Saudi employment, with government and private sector collaboration playing a crucial role in this transformation. The General Authority for Statistics reports a decrease in unemployment rates among Saudis, indicating the policy's success in creating a more inclusive labor market. However, the variation in sectoral success stories underscores the complexity of implementing Saudization, suggesting the need for continued adaptation, investment in training and education, and regulatory adjustments to meet evolving economic and labor market demands.

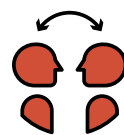
In essence, Saudization's impact extends beyond mere employment statistics to influence the Kingdom's socio-economic landscape, promoting a sustainable future through enhanced workforce localization, skill development, and economic resilience.

Statistical Analysis of Employment Rates

Data from the Saudi Ministry of Labor and Social Development, along with independent research studies, indicate a gradual increase in the employment rate of Saudi nationals, particularly among women and youth. The introduction of Saudization targets has incentivized private sector companies to adjust their hiring practices, contributing to a decrease in unemployment rates among Saudis. However, this success is nuanced by variations across different sectors and regions, reflecting the complexity of the labor market and the challenges in achieving uniform compliance.

Sector-Specific Saudization Targets and Compliance

The impact of Saudization varies significantly across sectors, with the government setting specific targets tailored to the operational realities and labor demands of each industry. For example, the retail and banking sectors have seen relatively high compliance rates, thanks to clear guidelines and robust enforcement mechanisms. In contrast, sectors like construction and small and medium-sized enterprises (SMEs) face greater challenges due to the transient nature of employment and the skills required.



5. Strategic Implications for HR and Recruitment Practices

The Saudization initiative has necessitated a strategic overhaul of HR and recruitment practices within Saudi organizations. Companies are now prioritizing the development of talent acquisition strategies that focus on attracting and retaining Saudi nationals. This

includes creating more inclusive job descriptions, offering competitive packages that appeal to the local workforce, and investing in employer branding to attract Saudi talent. Moreover, there's a growing emphasis on training and development programs tailored to the needs of Saudi employees, ensuring they have the skills and competencies required for their roles.



Integrating feedback from recruitment directors into the “Strategic Implications for HR and Recruitment Practices” enhances the narrative with real-world experiences. Contributors to this research shared challenges such as hiring for technical positions within specific industries, highlighting the need for tailored hiring programs. Adapting to sector-specific Saudization requirements emerges as a crucial strategy, with a focus on strategic planning to ensure compliance. The openness towards innovative recruitment solutions like Train to Hire models signifies a shift towards flexible strategies that address skill gaps and align with Saudization goals. Additionally, leveraging government support for Saudization is identified as a key factor in shaping recruitment budgets and strategies, illustrating the importance of aligning organizational practices with national objectives for workforce development:

A. Technical Position Hiring: The recruitment of technical positions poses a unique challenge, especially in specialized sectors such as the automotive industry, where high-level certifications and specific skill sets are required. This necessitates the development of targeted train-

ing programs tailored to upskill Saudi nationals to meet these stringent qualifications. Such initiatives are crucial for bridging the skill gap and ensuring that the workforce is equipped with the necessary expertise to thrive in technical roles, thereby aligning HR practices with Saudization’s strategic objectives.

B. Sector-Specific Saudization Compliance:

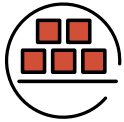
Maintaining sector-specific Saudization compliance, especially in industries with high Saudi employment mandates, poses significant challenges in talent management and retention. Organizations are focusing on strategic planning and forecasting to ensure they meet the dynamic Saudization quotas annually. This approach highlights the necessity for HR departments to adapt their recruitment strategies, ensuring they are not only compliant with current regulations but also prepared for future adjustments, thereby securing a steady alignment between organizational needs and Saudization objectives.

C. Adaptability to New Hiring Models:

The receptiveness to innovative recruitment solutions, such as Train to Hire programs, marks a pivotal shift in hiring strategies, reflecting the need for adaptability within HR practices. This approach, which marries structured training with guaranteed employment opportunities, is particularly advantageous for addressing Saudization targets and bridging the technical skill gap. Organizations are recognizing the value of these models in fostering a workforce that is not only compliant with Saudization mandates but also highly skilled and ready to contribute to the industry’s growth.

D. Government Support and Resources:

The significant government support for Saudization has surpassed organizational expectations, providing a solid foundation for recruitment strategies and budgeting. This support enables companies to more effectively implement Saudization by enhancing their talent pools with skilled Saudi nationals, leveraging governmental resources to address recruitment challenges, and ensuring compliance with Saudization mandates. This environment fosters a more strategic approach to HR planning and talent development within the framework of Saudization.



6. Challenges in Implementing Saudization

Implementing Saudization presents several challenges, including aligning educational outcomes with job market needs, integrating Saudis into roles traditionally held by expatriates, and navigating sector-specific compliance issues. The financial and engineering sectors, despite showing high compliance, struggle with skill mismatches and cultural integration. Further, the labor market data reveals Saudis' job search preferences and their reluctance towards private sector employment, indicating a broader issue of matching Saudi talent with suitable job opportunities. Addressing these challenges requires a multifaceted approach, including policy adjustments, targeted educational programs, and incentives for private sector employment of Saudi nationals, to ensure Saudization's effective implementation and contribution to the Kingdom's economic objectives.



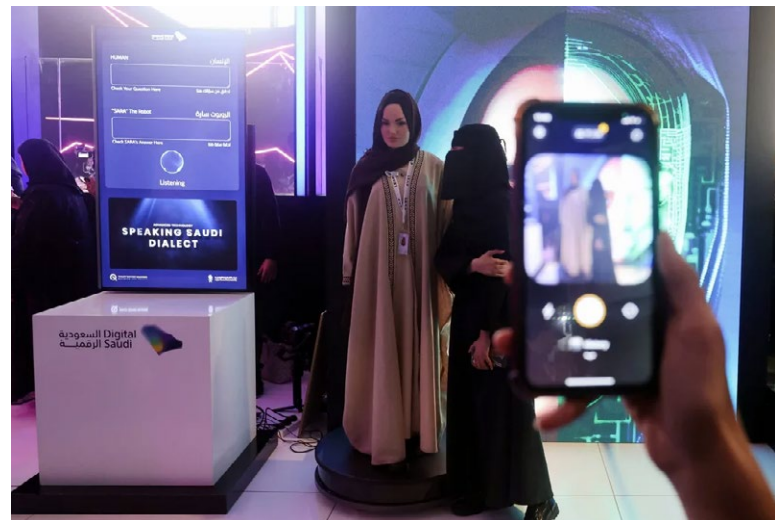
7. Developing Saudi Talent: Training and Education

The Saudi government, in collaboration with the private sector, has launched numerous initiatives aimed at developing a skilled Saudi workforce capable of meeting the demands of a diversified economy. These include vocational training programs, scholarships for higher education, and partnerships with international institutions to enhance the quality of education and training. Companies are also playing a critical role by establishing in-house training programs and collaborating with educational institutions to bridge the gap between academic preparation and the practical skills required in the workplace.



8. Technology's Role in Facilitating Saudization

The integration of technology has become a cornerstone in the effective implementation of Saudization, offering innovative solutions to streamline recruitment processes, enhance training programs, and ensure compliance with regulatory mandates. Digital platforms and advanced analytics are empowering organizations to make informed decisions, tailor training to specific needs, and foster a culture of continuous learning and adaptation.



Digital Recruitment Platforms

The advent of digital recruitment platforms has revolutionized the way companies identify and attract Saudi talent. These platforms enable employers to reach a wider audience, specifically targeting Saudi nationals through algorithms that match candidates' profiles with job requirements. Additionally, social media and professional networking sites play a crucial role in engaging younger demographics, aligning with the national agenda to reduce unemployment among Saudi youth.

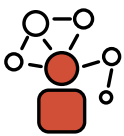
E-Learning and Virtual Training

E-learning platforms and virtual training sessions have become increasingly vital in developing the Saudi workforce's skills and competencies. These

technologies facilitate accessible and flexible learning opportunities, allowing Saudi nationals to acquire new skills or enhance existing ones in line with market demands. Gamification and virtual reality (VR) are being employed to create engaging and effective training environments, particularly in technical and vocational fields.

Analytics for Compliance and Performance Tracking

Advanced analytics tools enable organizations to monitor Saudization compliance and assess the performance of Saudi employees. Data-driven insights assist in identifying gaps in workforce composition, guiding recruitment strategies, and evaluating the effectiveness of training programs. Moreover, predictive analytics can forecast future Saudization requirements and talent needs, allowing companies to proactively adjust their HR strategies.



9. Sectoral Insights and Compliance Strategies

The impact of Saudization varies across different sectors, each facing unique challenges and opportunities in meeting compliance requirements. By examining sector-specific strategies, organizations can glean insights into effective practices for achieving Saudization targets.



Retail and Hospitality

This sector emphasizes the importance of customer service and local culture understanding. Flexible

working hours and part-time opportunities have been pivotal in integrating Saudi nationals, especially women, into the workforce. These initiatives resonate with the broader national goals of increasing female participation in the economy as part of Vision 2030.

Finance and Banking

Structured training programs and clear career progression pathways are central to the finance and banking sector's Saudization success. The emphasis on partnerships with educational institutions for internships and apprenticeships underlines a strategic approach to bridging the gap between academia and industry needs, fostering a seamless transition for Saudi graduates into sector-specific roles.

Construction and Engineering

Addressing the technical demands and expertise required in the construction and engineering sectors, strategies such as technical training programs and mentorship schemes are vital. These approaches ensure the transfer of knowledge and development of skills among Saudi employees, aligning with the sector's long-term objectives for building local capacity.

Healthcare and Pharmaceuticals

The strategic growth identified in the healthcare and pharmaceuticals sector under Vision 2030 is underpinned by a focus on enhancing healthcare service quality and promoting research and development. Investments in comprehensive training programs and international partnerships are instrumental in elevating the sector's capabilities and meeting Saudization targets.

Information Technology and Cybersecurity

As Saudi Arabia advances towards a digitized economy, the IT and cybersecurity sector is expanding rapidly. Internship programs and a focus on upskilling through online courses are crucial for preparing Saudi nationals for the burgeoning demands in this sector, highlighting the importance of adapting to technological advancements and cybersecurity challenges.

Energy and Sustainability

With Saudi Arabia's economy diversification efforts, the energy sector, especially renewable energy, has become a focal point for Saudization. Developing local talent through specialized training programs and university collaborations for sustainable energy projects is key to fostering innovation and securing employment opportunities for Saudi nationals in this evolving sector.

Education and Training:

The education sector's role is critical in ensuring the success of Saudization across all industries. By enhancing curricula and incorporating technology into education, Saudi Arabia aims to prepare students for a diversified economy, ensuring that the future workforce is equipped with the necessary skills and knowledge.



10. Looking Ahead: The Future of Saudization and Workforce Development

As Saudi Arabia continues its journey towards Vision 2030, the future of Saudization and workforce development appears promising yet requires adaptive strategies to meet evolving economic and labor market needs.



Embracing a Culture of Lifelong Learning

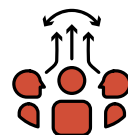
The emphasis on continuous learning and upskilling will be critical in ensuring that the Saudi workforce remains competitive and adaptable to technological advancements. Lifelong learning initiatives, supported by both the government and private sector, will play a key role in fostering a culture that values continuous professional development.

Leveraging AI and Automation

The increasing adoption of artificial intelligence (AI) and automation presents both challenges and opportunities for Saudization. While automation may displace certain jobs, it also creates opportunities for higher-value roles that require advanced skills. Preparing the Saudi workforce for these emerging roles through targeted training programs will be essential.

Policy Evolution and Flexibility

The dynamic nature of the global economy necessitates that Saudization policies remain flexible and responsive to changing market conditions. Continuous evaluation and adjustment of Saudization targets and strategies will ensure alignment with economic goals and labor market realities.



11. Strategic Framework for Enhanced Saudization: LEORON's Train to Hire Model

Innovative Public-Private Synergies

The establishment of synergistic collaborations is paramount. LEORON's T2H model acts as a bridge, linking rigorous skill development directly with assured employment opportunities. This initiative promises a streamlined transition for Saudi nationals into the workforce, specifically targeting sectors critical to Saudization. By fostering such partnerships, we can create a robust ecosystem that supports continuous learning and immediate application of newly acquired skills, ensuring that

the Saudi workforce remains at the forefront of industry advancements and innovation.

Advancing Skills Development and Employment Readiness

Redefining vocational training to meet the demands of a dynamic job market is essential. T2H's curriculum is meticulously designed to equip participants with both the technical skills required by emerging industries and the soft skills necessary for leadership and innovation. This dual focus ensures that graduates of the T2H program are not only job-ready but also equipped to contribute meaningfully to their organizations from day one, driving productivity and fostering a culture of continuous improvement.

Empowering Entrepreneurship and SMEs

The vibrancy of the Saudi economy is closely tied to the growth of entrepreneurship and small and medium-sized enterprises (SMEs). Through T2H, LEORON provides a vital resource for these businesses, offering access to a pool of highly skilled, job-ready talent. This support is crucial for SMEs navigating the complexities of Saudization, enabling them to meet compliance requirements without sacrificing operational efficiency or innovation capacity.

Digital Transformation and Data-Driven Compliance

In the digital age, the success of Saudization initiatives increasingly depends on the ability to leverage technology for efficiency and insight. The T2H program integrates advanced ATS technology and data analytics to optimize recruitment processes, enhance training outcomes, and ensure Saudization compliance. This data-driven approach allows for real-time adjustments to training programs, ensuring they remain aligned with evolving market needs and maximizing the return on investment in human capital development.

Policy Adaptation and Evolution

The Saudi labor market is characterized by its dynamic nature, requiring policies that are both flexible and responsive. The insights generated by the T2H program offer a valuable feedback loop for

policymakers, enabling them to refine Saudization strategies in real-time based on empirical evidence of what works. This adaptive policy framework ensures that Saudization remains a driving force for economic growth and workforce development, responsive to the needs of both employers and Saudi nationals.

Promoting Inclusive Growth

At the heart of Vision 2030 is a commitment to inclusivity and diversity in the workforce. The T2H model is designed to be inclusive, providing opportunities for all Saudis, including women and underrepresented groups, to participate fully in the economic life of the Kingdom. By ensuring equal access to high-quality training and employment opportunities, T2H contributes to a more diverse and resilient workforce, capable of driving sustainable economic development and social progress.

LEORON's Train to Hire (T2H) program is a strategic solution designed to align with Saudi Arabia's Vision 2030 by directly addressing Saudization's challenges. It offers a seamless integration of comprehensive training and assured employment opportunities, focusing on equipping Saudi nationals with industry-relevant skills and facilitating their smooth transition into the workforce. T2H emphasizes public-private partnerships, data-driven compliance, and inclusive growth, ensuring participants are not only job-ready but also primed to contribute significantly to their employing organizations and the broader economy.





12. Conclusion

The journey of Saudization is a testament to Saudi Arabia's commitment to transforming its economy, enhancing employment opportunities for its citizens, and reducing dependency on expatriate labor. This white paper has explored the complexities of Saudization, its impact on the labor market, and the strategic adjustments required by organizations to comply with its mandates. Through the analysis provided, it is evident that Saudization is not merely a policy but a strategic vision that encompasses economic, social, and educational reform.

As Saudi Arabia strides towards Vision 2030, the role of Saudization in shaping the future workforce and fostering a diversified economy becomes increasingly pivotal. The comprehensive policy recommendations outlined aim to support this vision by advocating for a collaborative approach that leverages the strengths of the public and private sectors, enhances the skill-set of the Saudi workforce, and adapts to the evolving economic landscape.

The successful implementation of Saudization requires concerted efforts from all stakeholders, including policymakers, businesses, educational institutions, and the Saudi nationals themselves. By embracing change, investing in human capital, and fostering a culture of innovation and entrepreneurship, Saudi Arabia can achieve its ambitious goals, creating a prosperous future for its people and contributing to the global economy.

In the context of Saudization's transformative journey and its alignment with Saudi Arabia's Vision 2030, this white paper has illuminated the multifaceted nature of Saudization, dissecting its impacts, challenges, and the strategic nuances required for effective implementation. Through comprehensive policy recommendations, particularly emphasizing LEORON's innovative Train to Hire (T2H) program, we've outlined actionable strategies to enhance workforce development and economic diversification. This conclusion underscores Saudization's critical role in Saudi Arabia's socio-economic advancement, advocating for collaborative efforts across sectors to realize the nation's ambitious goals. By leveraging strategic insights and practical approaches, including the integration of T2H, stakeholders are equipped to navigate Saudization's complexities, fostering a dynamic, skilled workforce that propels the Kingdom towards a prosperous future.



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