

الشركة السعودية الاستثمارية لإعادة التدوير

Saudi Investment Recycling Company

سياسات استقطاب الكفاءات

Talent Acquisition Policies

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1 Introduction to Talent Acquisition

This document provides the policies and procedures for the function Talent Acquisition.

These policies are applicable to all SIRC employees.

These policies are developed in the basis of the Saudi Labor Law, in case of any contradiction between SIRC polices and the Saudi Labor Law, then the Saudi Labor Law shall be the main reference.

1.1 Objective of the Talent Acquisition function

The objective of the Talent Acquisition function is to provide the business with the required talent. The objective of this policy is to ensure that SIRC attracts the best available talent and position itself as an employer of choice by following best practices in sourcing, selection, and retaining of staff.

1.2 Acronyms

Acronym	Description
SIRC	Saudi Investment Recycling Company
CEO	Chief Executive Officer
HR	Human Resources
JD	Job Description
IDP	Individual Development Plan

1.3 Glossary

The following are some of the key terms used throughout this document and their definitions:

Term	Definition
Company	Refers to “SIRC”.
Conflict of Interest	Refers to situations wherein personal interests clash with the Company’s interests.
Delegation of Authority Matrix	The governance document that sets the controls over the execution and approval of activities within the organizational unit.
Direct Manager	Refers to the person to whom the employee directly reports.

Term	Definition
Date of Joining	Refers to the date the employee joins the Company as mentioned in the employment contract.
Employment Contract	An employment agreement between the Company and an employee, which specifies the terms and conditions of such an employment.
Expatriate Employee	Non-Saudi employee.
Employee Orientation	Refers to the period at the start of employment wherein an employee is inducted and made aware of the working conditions, rules and regulations of the Company.
GOSI	The General Organization for Social Insurance.
Iqama	Refers to the residence permit for non-Saudi employees issued by the Saudi Government.
Labor Law	Refers to the Saudi Labor Law and its Implementing Regulations.
Manpower Planning	The process of the determination of manpower requirements for the company.
Notice Period	The specified period between the date of receiving notice of termination/resignation and the actual date of departure.
Resignation	The voluntary termination of service of an employee that occurs based on the employee's desire to end his employment contract with the organization after company's approval .
Recruitment Plan	The plan that guides the recruitment process in line with the Manpower Plan

1.4 Employee's Responsibility

This document represents the policies and procedures for the Talent Acquisition function. It has as its objective to guide the function, define the principles and set the rules that will provide direction in the execution of its work.

- 1.4.1.1 All employees have a responsibility to adhere to the policies and procedures.
- 1.4.1.2 The requirement to adhere to the policies and procedures must form part of the employee's KPI's

2 Strategy and Recruitment Plan

2.1 Purpose

SIRC implements a strategic focus to talent acquisition. The aim of this policy is to ensure that, at all times, the Talent Acquisition function can provide the required talent in terms of the manpower plan and business needs. This includes providing the required number of employees with the right qualifications, skills and capability to perform jobs that will result in the Company achieving its short and long-term objectives and goals.

2.2 Policies

2.2.1 Recruitment plan

- 2.2.1.1 An annual recruitment plan must be compiled by the Talent Acquisition function based on the approved Manpower Plan.
- 2.2.1.2 The recruitment plan should be supported by a budget detailing costs such as interview costs, advertising costs, mobilization costs, job fair participations, e-recruitment and headhunters expenses, etc.
- 2.2.1.3 The recruitment plan should provide detail per department and should be approved by each department.
- 2.2.1.4 The annual recruitment plan should be kept up to date for business needs and changes to the manpower plan throughout the year. Recruitment needs that may arise from time to time should be incorporated into the recruitment plan to ensure that the overall budget for recruitment can be managed.
- 2.2.1.5 The Recruitment Plan (approved by the HR Manager) shall form the basis for conducting all the recruiting activities.

2.2.2 Recruitment for Engineering Projects and Startup Companies

- 2.2.2.1 The recruitment of contractors or employees for strategic or engineering projects are not subject to the Manpower Plan or Recruitment Plan and must be in accordance with the Engineering Project Plan. The projects team may request the Talent Acquisition function to assist with the recruitment process.
- 2.2.2.2 As per Saudi Labor Law, vacant positions must be filled by qualified Saudis as a first choice. When a qualified Saudi is not available, non-Saudis can be hired provided that all government requirements for employment are met.

2.2.3 Saudization and Internal Candidates

- 2.2.3.1 The Talent Acquisition function shall maintain and monitor the actual Saudization percentage and report this as required by the Ministry of Labor. The percentage of Saudi workers employed by SIRC should not be below 75% of total number of SIRC employees. The Ministry of labor may reduce the percentage limit permanently incase required competencies and experience are not available in Saudi Arabia, as per terms and conditions stated in article no. (26) of Saudi Labor Law.

- 2.2.3.2 The Saudization rate shall be measured on an ongoing basis. Reporting of percentage Saudization and comparison with previous year shall be annually as part of the annual reporting process.
- 2.2.3.3 SIRC shall follow the Nitaqat Program in order to maintain the Green rating.
- 2.2.3.4 As per Saudi Labor Law, certain positions may only be filled by Saudi nationals. A list of all these positions shall be updated on a regular basis. In case there are not suitable candidates available for these positions, SIRC may fill them with alternative resources. This may only be done subject to a training plan being implemented to prepare Saudi resources for the affected positions in the future.

2.2.4 Internal candidates

- 2.2.4.1 Internal candidates should be given priority in recruitment provided that they meet the requirements of the vacant position. The internal candidates must also have completed one year in service at SIRC.
- 2.2.4.2 Positions may be filled with internal recruitment or with transfers. Transfers of internal candidates may take place before one year of service is completed but after the probation period.

2.2.5 Recruitment Agencies

- 2.2.5.1 The Talent Acquisition function should familiarize itself with the various recruitment agencies and identify a few agencies that deals specifically with the specialist skills required by SIRC.
- 2.2.5.2 Recruitment agencies should be evaluated for costs, reputation and location and if suitable be approved as a recruitment agency for SIRC. The relationship with the selected recruitment agencies should be formalized through a Service Level Agreement where possible.
- 2.2.5.3 Any subscription fees to the recruitment agencies must be approved by the Head of HR and form part of the recruitment plan budget.
- 2.2.5.4 Invoices for payments to the recruitment agency should be submitted to HR who is responsible to verify all required information and alignment with the Service Level Agreement before payment.
- 2.2.5.5 The use of recruitment agencies supplements the recruitment process and is used for special cases. Typical examples are:
 - Availability of suitable candidates are low.
 - Specialist skills required.
- 2.2.5.6 To avoid excessive use of recruitment agencies instead of the other recruitment processes all sourcing through recruitment agencies should be approved by HR.

2.2.6 Talent database

- 2.2.6.1 The Talent Acquisition function should keep a database with CV's for future requirements.

3 Recruitment Process

3.1 Objective

SIRC endeavors to recruit and retain staff of the highest caliber. This is achieved through the application of a detailed and transparent recruitment process and in compliance with the relevant legislation. The policies are based on equal opportunity and discrimination free.

3.2 Recruitment Policies

3.2.1 Types of Recruitment

3.2.1.1 The following details the various types of recruitment applicable for SIRC:

- *Recruitment of a Permanent Employee:* The recruitment of an individual under an employment agreement to work for SIRC for forty (40) hours per week for fixed or unspecified period and be under its direct control and supervision after having undergone the designated probationary period. Permanent employees shall be paid according to the established salary scale depending on the grade of the position assigned to him.
- *Recruitment of a Part-Time Employee:* the recruitment of an individual who is normally scheduled to work for not more than (20) hours per week. Part Time hired employees shall be treated as per the labor law.
- *Temporary, Casual, Seasonal or flexible Recruitment (Project-based):* the recruitment of a person on a temporary basis for a specified period associated with the tasks or activities of a specific project.
 - The duration of employment should be specified by a contractual agreement, not to exceed the duration of the project/ assigned task.
 - The duration of employment might be extended based on business needs; this would require a new separate contractual agreement to be signed.
 - The Direct Manager must ensure the familiarization and compliance of temporarily hired employees to SIRC's Code of Conduct and its Policies.
 - In some cases, a performance evaluation may be performed to the temporarily hired employee to be used in taking decisions regarding the extension of his employment period within SIRC.

3.2.1.2 Recruitment through the different types listed above, should be performed to fulfil one of the below cases:

- Filling of existing vacancies within SIRC.
- Additional workforce requirements as per the approved Manpower Plan.
- Ad-hoc strategic projects requiring new workforce during any given budgeted year.

3.2.2 Internal sourcing methods

Internal sourcing can be done through the following methods:

3.2.2.1 Existing employees:

- SIRC recognizes its existing talents as being a fundamental source to fill vacancies as appropriate.
- Vacancies should first be published internally on a platform available to all of employees and priority should be given to internal applicants who meet the required competencies and requirements for the position.
- Internal vacancies will be circulated to employees through different communication channels (such as email, notice boards, etc..) and the communication shall include the following:
 - Current job vacancies and their respective grades
 - Required qualification and requirements of each job vacancy
 - Expected date of filling each of the vacancies
- An employee may apply for any job advertised if the following criteria are met:
 - Completed at least one year of service in current role.
 - Did not receive written warning letters or is currently pending a disciplinary action.
 - Possess the minimum qualifications and experience or have the aptitude to develop the required skills stipulated in the job descriptions.
- Upon the employee application to a job opening outside of his Department, the employee's Direct Manager should receive a notification of the application of his employee within 3 days of the application date.
- In the case where the employee has an Individual Development Plan (IDP) to succeed to a certain position within SIRC, the employee's Direct Manager may object to the application of his employee. This objection is subject to approval from the HR Manager.
- Upon selection of an internal candidate, the HR Manager must provide a notice period of 30 days to the current department before the enrolment of the employee to his new role.

3.2.2.2 Sourcing and Recruitment Database:

- The Sourcing and Recruitment database includes individuals' CVs and previous employment applications if available.
- The Sourcing and Recruitment database should be systematically managed and maintained in a way that ensures keeping it up to date for future manpower requests.

3.2.2.3 Employee Referrals:

- Employees are encouraged to refer competent candidates that they know to the HR section. The HR section will place these on the database if no current position is available or include it in the recruitment process if a position is available.
- Referrals must not be motivated by sibling relations or an inert preference for the same demographic; and does not present a direct conflict of interest.

3.2.2.4 Employment of former employees / Re-hire:

- The HR Manager may consider the application of individuals who have previously worked for SIRC, provided that they left on good terms and have had good performance records.
- The HR Manager must not consider the applications of former employees that were terminated for poor performance or for any case of the cases stated in article 80 of the Saudi Labor Law.
- Former employees that left SIRC for less than 2 years, may only be considered for positions that has the same grade of their last position within SIRC, unless the exception of the CEO was acquired.

3.2.3 External sourcing methods

External sourcing could be done through any of the following sources:

3.2.3.1 Recruitment Websites

- This method would utilize on-line recruitment databases and channels that would provide either access to its online candidate's resumes or will provide the HR Manager with the ability to directly upload a job post on their portal to facilitate sourcing activities.

3.2.3.2 Career Fairs

- Career fairs offer good opportunities to job seekers searching for employment. Career fairs also provide the Company with a pool of potential candidates.

3.2.3.3 Recruiting Agencies

- Recruiting Agencies might be solicited to assist in the identification and referral of applicants for certain positions, such as professional or specialized technical positions, where it has been determined that suitably qualified applicants with specialized skills cannot be attracted by more conventional and traditional approaches.

3.2.3.4 Executive Search Consultants "Headhunters"

- This method of networking with executive search consultants would be utilized to attract executive, management and highly specialized applicants for the critical positions required by SIRC.

3.2.4 Employment of Relative and Nepotism

- 3.2.4.1 If an employee is related to a candidate Up to fourth degree relative or marriage, then he/she shall not participate, either directly or indirectly in a decision to appoint or hire the candidate, including permanent, temporary and part-time appointments. In the case where employee is the relevant manager for the position, the Head of HR should make the final decision based on the interview and assessment scoring results.
- 3.2.4.2 Relatives of employees shall not be employed by SIRC in positions where the employee has the official authority to hire, approve the hiring, salary, or promotion of the relative.
- 3.2.4.3 Relatives shall not be employed to report to each other in the future.

- 3.2.4.4 Where no reporting relationship exists between two relatives, but a relative of an employee is to be hired / transferred into the same function, the Concerned Department must report this relationship to the HR Manager prior to the final determination to complete an offer of employment or a transfer.
- 3.2.4.5 The relatives of employees shall not be employed by SIRC in cases where a conflict of interest or potential for conflict arises.
- 3.2.4.6 Where an employee has the official authority to hire, approve the hiring, salary, or promotion this authority will not apply to relatives of the employee. In such cases the Head of HR should take the necessary steps to ensure that such authority is transferred to somebody in a more senior position and independent of a conflict of interest.
- 3.2.4.7 If a prohibited relationship is discovered which might indicate potential conflict of interest; then the HR Department is responsible to take the necessary action to correct the situation through recommending the appropriate course of action, such corrective action might include but not limited to transfer or dismissal.

3.2.5 Interview Related Expenses

- 3.2.5.1 SIRC shall pay and cover the costs incurred by the candidates invited to attend an interview at SIRC's offices, in case they were based outside the city/country at which the interview will take place at. These covered costs include:
 - Round trip Costs, Business Class tickets for executive-level positions and Economy class tickets for all other positions.
 - Accommodation expenses as per Traveling policy.
 - Transportation expenses from and to the airport and SIRC's offices.
 - VISA expenses and any airport-related fees.
- 3.2.5.2 For the relevant travel allowances please refer to the Travel Policy in the HR Operations policy and procedure document.
- 3.2.5.3 The Talent Acquisition Team leader will approve all the travel expenditure and the actual booking will be done by Administration.

3.2.6 Employment of Women

- 3.2.6.1 Women shall work in all fields suitable to their nature. It is prohibited to employ women on hazardous jobs or industries.
- 3.2.6.2 The HR Department will not recruit women on jobs deemed detrimental to health and are likely to expose women to specific risks; in which cases, women's employment shall be prohibited or restricted under certain terms.
- 3.2.6.3 No female employee will be allowed or requested to work at the office after 11pm. Working from home after this time is not prohibited.

3.2.7 Manpower Request

- 3.2.7.1 The recruitment requests must be done in terms of the Recruitment Plan and through completing the standard Manpower Request.

- 3.2.7.2 The Manpower Request should specify any special qualifications and requirements of the position, in addition to those highlighted in the position's job description.
- 3.2.7.3 Manpower Requests must be reviewed by the Talent Acquisition manager for compliance with the approved Recruitment Plan.
- 3.2.7.4 The following final approvals should be provided for the submitted Manpower Requests:
 - Approval of the HR Manager, if the recruitment is in line with the approved manpower plan
 - Approval of the CEO, if recruitment is not part of the manpower plan.

3.2.8 Placing advertisements (job posting)

- 3.2.8.1 The HR Department may only publicly advertise for a vacancy, after it has internally posted the job and was not able to find a suitable internal candidate.
- 3.2.8.2 Public advertisements of vacancies should be included within the recruitment plan and can be advertised through the following channels:
 - E-recruitment portals and internet job postings where applications are sent via e-mail or on-line.
 - Press, local and national papers, trade and professional journals.
- 3.2.8.3 A vacancy advertisement should include the following essential information:
 - SIRC's profile.
 - A profile on the vacant position (purpose of the position and key responsibilities, etc.).
 - The description of the location and work conditions of the advertised position.
 - Specific academic qualification and professional experience required for the position.
 - Competencies required to perform the position's roles and responsibilities (knowledge, skills, experience and abilities).
 - Any specific requirements such as medical certificates and security clearances.
 - That candidates will be subjected to disease medical examination before signing the contract.
 - Contact information.
- 3.2.8.4 Effective advertisements must satisfy the following:
 - The advertisement should be distinctive in its language and appearance.
 - When specifying required qualifications, the advertisement should concentrate on the major qualifications that are essential to the position. This should be done by specifying job-related keywords and terminologies that would ensure that only qualified applicants would apply.
 - The advertisement should reflect the professional image of SIRC in order to attract the best applicants by highlighting the SIRC's brand, history, successes, size, etc.
 - The advertisement should clearly state the position reference code and documents required to be submitted, clearly defining the deadline for submittal.

3.2.9 Requirements to be met by applicant

3.2.9.1 Application Form

- Selected applicants for a vacant position must fill the Employment Application Form (*Appendix 2 - Employment Application Form*) and share it with the HR Department.
- Selected applicants should present supporting evidences of their academic qualifications along with the Employment Application Form upon joining, as required.
- Any misrepresentation, falsification or material omissions contained in the employment application and other data presented throughout the recruitment process may result in the exclusion of the applicant from further consideration for employment or if the applicant has been hired, in the immediate termination of employment.

3.2.9.2 Identification

- All Saudi applicants must possess valid Saudi Arabian National I.D. Cards or other official Saudi Arabian Government documents proving citizenship. All non-Saudi applicants residing in the kingdom must have valid Residence Permits (Iqamas).
- Applicants from outside of the Kingdom must have valid passports.

3.2.9.3 Medical Examination

- All prospective expatriate employees entering the Kingdom will have to undergo compulsory medical examinations prior to their employment by an approved medical Centre.
- SIRC may require medical examinations to be performed by any of its employees of any kind, prior to or during employment, to ensure that they are free from occupational or communicable diseases or for any other reason. The medical examinations will include drug tests for candidates applying for Industrial Security positions, or other jobs when required. The requirement for a medical test by all applicants should be specified in the job advertisement.

3.2.9.4 Background checks

- SIRC may require to run a background check, which can vary depending on SIRC needs and preference.
- Background checks will be done by external service providers selected by the HR department.

3.2.9.5 Employment compliance issues

- New Saudi employees must provide valid GOSI and Contribution certificates.
- For expats who are transferring their sponsorship, clearance and no-objection letters are mandatory from the applicant's previous employer, detailing that the employee has no pending liability with the previous employer.

3.2.9.6 Reference Checks

- The HR Department may conduct reference checks in coordination with the former employers of the candidate regarding his personal conduct and employment history.

- The performed reference checks cover the following areas:
 - Identity Check.
 - Recommendations from previous employers.
 - Work Experience.
 - Security Records (for Industrial Safety jobs).
 - Financial Records (for jobs dealing directly with financial transactions).
- The HR Manager shall ensure that the highest levels of confidentiality exist when reviewing candidate's information.
- In the case of recruiting employees through a 3rd party contractor, the HR Manager shall ensure that the needed candidate checks are performed by the 3rd party contractor based on SIRC Standards.

3.2.9.7 Age Restrictions

- The minimum age for the employment of Saudi candidates is 18 Gregorian years.
- The minimum age for the employment of Non-Saudi candidates is 21 Gregorian years.

3.2.9.8 Education

- All job applicants must possess the needed academic and professional qualifications for the positions applied for as per the Job description requirements and specifications.
- The Team leader for talent acquisitions is responsible for obtaining copies of selected candidates' educational certificates and to assess its credibility.
- SIRC may require that the candidate provide verification of the qualifications through the Ministry of Interior of KSA.

3.2.10 Screening of Candidates

3.2.10.1 An initial screening of received CVs must be performed by the Talent Acquisition Specialist to eliminate those that do not meet the requirements set in the job description, which includes but not limited to the experience, qualification, competencies, etc.

3.2.10.2 The CVs of candidates that do not fully meet the basic job requirements, yet that can fulfil the future recruitment requirements, should be kept in the Sourcing and Recruitment database for future reference.

3.2.10.3 The screening of candidates can be performed through the following methods:

- Desktop review of submitted CVs.
- Phone interviews with the job applicants.

3.2.10.4 The candidates' CVs can only be shared with the concerned department after the screening activities have been performed, to make sure that the shared CVs satisfy the position's requirements.

3.2.11 Assessing and Interviewing

3.2.11.1 A suitable interview panel should be formulated for each interview. This process should take the following into account:

- The departmental representative should be at a level higher than the position that is being interviewed.

- For positions 52 and above (manager) the HR manager must form part of the interview panel. For positions below 52 the Talent acquisition Team Leader may represent HR.
- 3.2.11.2 The assessment and interview of candidates includes the following activities:
- Review of received candidates' CVs.
 - Shortlisting candidates for personal interview.
 - Perform the required electronic assessments with shortlisted candidates, if required.
 - Perform the personal interviews with shortlisted candidates.
- 3.2.11.3 Based on the required competencies (knowledge, skills and abilities) an assessment method can be performed prior to inviting the candidate for his personal interview, these methods may include:
- Aptitude Tests.
 - Case Studies.
 - Assignments.
- 3.2.11.4 The shortlisted candidates will be invited to personal interviews led by a panel of at least two (2) members. The panel should include one member from the Concerned Department where the vacancy exists, one member from the Talent Acquisition Department, and an additional member may be selected from any other Department if required. The interview panel should be constituted considering the possible conflict of interest as described elsewhere in the policies.
- 3.2.11.5 Prior to personal interviews, the HR Manager should prepare the Interview Assessment Form (*Appendix 3 - Interview Assessment Form*) for the position in coordination with the Concerned Department.
- 3.2.11.6 The panel members should use the prepared **Interview Assessment Form** during personal interviews to assess the candidate's performance and provide final recommendations regarding his fit to the position.
- 3.2.11.7 Where possible, overseas interviews maybe conducted over the phone, a video conference system or as decided by the HR Manager and the Concerned Department. At a later stage, when feasible, a panel should conduct interviews overseas or candidates may be invited to perform the interview at SIRC's offices.

3.2.12 Candidate Selection

- 3.2.12.1 Each member of the interview panel shall document the outcome in the interview for each candidate and complete the evaluation form with one of the below recommendations:
- Recommended for selection, one candidate only for each Job.
 - Alternate(s), one candidate or more (stand-by).
 - Rejected.
- 3.2.12.2 The most qualified and suitable candidate should be selected based on the interview results.

3.2.12.3 If more than one candidate has received an equal score or have obtained the same results in the interview, the following criteria should be the base for selection:

- Years of experience.
- Education level.
- Training acquired.
- Level of skills and competencies.

3.2.12.4 The final decision for the selection and recruitment of the candidate is performed as per the HR Authority Matrix as shown below (subject to alternative arrangements required in cases of conflict of interest):

Position Grade Interviewed For	Final Approver of Employee Selection
40 to 51	Director
52 to 59	Concerned Chief Officer/ Director
60 to 62	NRC

3.2.13 Job Offers

3.2.13.1 On the final selection of a candidate, the HR Department shall decide the applicable pay components and prepare the offer letter based on the approved salary scale.

3.2.13.2 The selected candidates must submit the required documents and references regarding their previous education and experience (i.e. university graduation certificates, professional certificates, certificates of service, etc.)

3.2.13.3 Job Offers (*Appendix 5 - Job Offer*) shall be developed by the Talent Acquisition Team Leader, validated by the HR Manager and approved by the Concerned Director. The issued Job Offers should be valid for 5 business days from the date of sharing it with the candidate.

3.2.13.4 If the candidate requests to negotiate his compensation and benefits package, then the Talent Acquisition Team Leader will provide his/her recommendation after consulting with the HR Manager. Job offers that has been subjected to a negotiation process must be approved by the CEO.

3.2.13.5 Job offer that exceeds the maximum scale for the position must also be approved by the CEO.

3.2.13.6 Job Offers should specify the compensation & benefits that will be provided to the new hire. Setting of the base salary should be based on the following criteria:

- All job offers released should be in conjunction with the set manpower plan and budget.
- Job offers should be in line with the relevant position profile criteria (qualifications, experience, scarcity, etc.)

3.2.13.7 The Concerned Department shall not be involved in any discussions with the candidate relevant to the financial aspects of job offers. This discussion must be led by the HR Department.

3.2.13.8 Job offers should contain the following information:

- Job Title and Description.
- Department, Division and Location.
- Compensation and Benefits.
- Offer Validity.
- Type of Employment Contract.
- Other terms and conditions, such as probation period, non-competition and non-inclusiveness of the wage on the basis of which the end-of-service remuneration for allowances and commissions which are inherently increased, decreased, etc. shall be adjusted as the case may be.

3.2.13.9 Upon the acceptance of a Job Offer, the HR Manager will coordinate with the Human Resources Operations Department to obtain the necessary permits for Entry VISA and Iqama or transfer of sponsorship for Non-Saudis. In the event where the Human Resources Operations Department is unable to secure any of these permits; the Job Offer must be cancelled.

3.2.14 Employment Contracts

- 3.2.14.1 After a candidate accepts an employment offer and fulfil all pre-requisites of Talent Acquisition (e.g. Medical Examinations, Clearance from Employer, Reference Checks, etc.), an employment contract will be issued setting out the terms and conditions of employment.
- 3.2.14.2 The period of employment should be specified for all employees.
- 3.2.14.3 Employment contracts shall include job title, contract period, base pay and allowances, and any other benefits, rights, obligations and conditions.
- 3.2.14.4 The Human resource Department should implement a mechanism to ensure that employment contracts are completed accurately, completely and in compliance with all laws and regulations.
- 3.2.14.5 Expatriate employees are eligible to invite their family members to the Kingdom of Saudi Arabia after passing their probation period, provided that they meet the invitation requirements adopted in the Kingdom of Saudi Arabia and as per SIRC's conditions that govern the matter.
- 3.2.14.6 Each employment contract will be prepared in both Arabic and English languages, with the Arabic version being considered the source document for any future legal disputes and resolutions.
- 3.2.14.7 All contracts should have dual signature, the first signature will be on behalf of the SIRC to be signed by the concerned head provided he has the right to sign on behalf of SIRC, and the second signature will be that of the candidate.
- 3.2.14.8 A copy of the signed employment contract should be given to the employee and the other copy to be kept in the employee's personnel file within the HR Department.
- 3.2.14.9 SIRC has the right to cancel an employment contract without notice and without indemnity or compensation, if at any time it is discovered that the employee claimed in his application a false identity or submitted incorrect information or false documents, subject to the employee's right to explain his actions and present reasons for opposing the termination of the contract.

3.2.14.10 Employment Contracts are subject to the interpretation of the Labor Law and its governing regulations.

3.2.14.11 The employment contract should state that employees must maintain confidentiality and not to use or disclose to any person or entity (verbally, in writing or any other form) any information relating to SIRC or any information relating to the SIRC's clients or to any third party that the employer shall be obliged to maintain confidentiality with. This information includes, but is not limited to, information about SIRC, services, practices, accounts, and marketing information.

3.2.14.12 Employment contract should be completed and ready for signature on the first day of employment. Where this is not possible a "Joining Form" should be completed whilst the employment contract is being finalized. The "Joining Form" serves as an interim contract for the period from physically joining the Company to signing the official employee contract.

3.2.15 Rejection Letter

3.2.15.1 Rejection or regret letters will be sent to candidates interviewed who did not qualify or meet the requirements of the vacancy, utilizing the SIRC's standardized Rejection Letter (Appendix 6 - Rejection Letter).

3.2.15.2 Applications from rejected candidates not considered suitable shall be archived internally for future reference.

4 On Boarding

4.1 Policies

4.1.1 Joining Date

4.1.1.1 The date of joining for any employee is the first day at work.

4.1.1.2 Any candidate who fails to join SIRC within the agreed time frame as stated in the offer letter without a reasonable acceptable excuse will be deemed to have rejected his/ her offer of employment.

4.1.1.3 The Talent Acquisition Specialist will inform the Concerned Department of the expected joining date of their employee to make the necessary preparations.

4.1.2 Communication & Logistics

4.1.2.1 The Talent Acquisition Specialist will contact new employees joining SIRC, two weeks prior to their joining, by phone to communicate start date, time, place, dress code, point of contact upon arrival etc. and to answer all their questions.

4.1.2.2 Two weeks prior to joining, the Talent Acquisition Specialist will share the new employee's details with the HR Operational team and request them to organize necessary equipment and logistics for the new employee. The new employee's Direct Manager should be copied in all communications.

- 4.1.2.3 All communication with new employees should take place in coordination with the concerned function head of the function the new employee will be a part of.
- 4.1.2.4 On the day of joining, the Talent Acquisition Specialist will also send an email to the new employee with the details needed upon arrival, as discussed over the phone, and copy their Direct Manager in the communications.
- 4.1.2.5 The Talent Acquisition Specialist will coordinate with the employee's Direct Manager and interface with the concerned functions to arrange the following:
 - Required equipment for the new employee, as advised by their Direct Manager.
 - Email account and other access rights for the new employee by the IT department.
 - Employee ID and Access Cards for the new employee.
 - Business cards and name plate for the new employee.

4.1.3 Joining Entitlements

- 4.1.3.1 The Talent Acquisition Specialist will coordinate with the HR Operational Department relocation allowance payment in which it is stated in the Organizational Development Policies and Procedures (Rewards and Benefits Policy) to cover the relocation costs borne by new employees and arrangements connected to transfer the employee into place of work (Riyadh). The costs include the following:
 - Flight tickets costs reimbursement.
 - Arrangement of temporary or permanent accommodation for new employees.
 - Transportation to and from the airport.
 - Transportation between the place of residence and the workplace for the first day at work.
 - Visa and airport related expenses.
- 4.1.3.2 All details of relocation benefits and covered services are in the Organizational Development Policy and Procedure Document (Compensation and Benefits policy).
- 4.1.3.3 In cases where the working VISA specifies that the position is a professional position the employment contract can be a “family contract” meaning that the candidate can bring his/her family into the country.

4.1.4 Employee's Orientation & Induction

- 4.1.4.1 On the day of joining, all new employees will receive a welcome pack, prepared by the Talent Acquisition Specialist, comprising of, but not limited to:
 - Welcome letter.
 - Introduction to SIRC.
 - Job Description.
 - HR Policies & Procedures.
- 4.1.4.2 All new employees will receive a comprehensive orientation program that should introduce them to SIRC's culture, values, programs and policies. This

orientation is designed so that new employees will become fully acquainted with the general aspects of SIRC's organization structure, operations, code of ethics, policies, and performance evaluation methodology.

- 4.1.4.3 The Talent Acquisition Specialist will deliver the orientation program.
- 4.1.4.4 New employees at management levels may be subject to individually tailored orientation programs.
- 4.1.4.5 The Talent Acquisition Specialist along with Concerned Function/ Department is responsible for providing the orientation program to the new employees to enable them to settle into their new jobs and familiarize themselves with the culture as quickly as possible.
- 4.1.4.6 The Direct Manager should familiarize his/ her employee with the Function/ Department's personnel, facilities, day-to-day operations and any other job related information.
- 4.1.4.7 During the orientation period, the employee should sign a non-disclosure agreement, to ensure maintaining the highest levels of confidentiality towards SIRC's confidential information.
- 4.1.4.8 The employee should be briefed about the user responsibilities and risks related to information security during the orientation session before accessing SIRC's information systems.
- 4.1.4.9 The Talent Acquisition Specialist should fill the Induction Checklist Form (*Appendix 1 - Induction Checklist Form*) for each new hire, during the pre-hiring and post-hiring phases in order to ensure that all the recruitment and induction activities were completed.

4.1.5 Probationary Period

- 4.1.5.1 The probation period is required to monitor and evaluate the new joiner in order to assess his/ her performance and decide on whether or not the new recruit meets the requirements of the job.
- 4.1.5.2 All newly hired employees must undergo a 3-month (90 calendar days) probationary period (also referred to as the trial period). The probation period can be extended by additional 3-months (90 calendar days) upon approval of both parties, The probation period can be extended not more than a 3-month (90 calendar days) provided that the employee is in another employment or occupation and provided that the parties agree to do so in writing.
- 4.1.5.3 The probation period for all the employees will commence on the first day of their work.
- 4.1.5.4 The probation period must be clearly stated in both the job offer and employment contract.
- 4.1.5.5 The employee shall not be placed on probation more than once throughout his/ her employment with SIRC unless it was agreed to appoint the employee in a different job.
- 4.1.5.6 Other than in cases of emergencies, the employee shall not be entitled to any kind of leave during the period of his/ her probation.

- 4.1.5.7 No promotion, salary increase, and bonus will be granted to employees while they are under probation.
- 4.1.5.8 The Talent Acquisition Specialist is to inform the employee's Direct Manager, 20 calendar days prior to the end of employee's probation period, of the need to provide a final probation period evaluation of his/ her employee.
- 4.1.5.9 During the first week of the employment at the SIRC Direct Manager together with employee complete Probation Goal Setting Form (**Appendix 2 - Probation Goal Setting Form**) which defines goals for employee for his/her probation period.
- 4.1.5.10 In the Probation Goal Setting Form could be maximum three business goals (i.e. goals related to employee job work tasks) and three learning & development tasks (i.e. acquiring missing knowledge or certifications).
- 4.1.5.11 The Employee's Direct Manager will evaluate agreed goals of his/ her employee, 15 calendar days prior the end of the probation period, utilizing the Probation Period Evaluation Form (**Appendix 2 - Probation Goal Setting Form**). This evaluation shall form the foundation for the new employee's acceptance or rejection.
- 4.1.5.12 Overall evaluation rating of employee should be at least "Partially completed" to accept employee for the employment at the SIRC.
- 4.1.5.13 Either party can terminate the employment contract during the period of probation for any reason without a notice period.
- 4.1.5.14 The Talent Acquisition Specialist is responsible for the effective monitoring of employees' probationary periods and the following-up on the completion of the probation period evaluation from the employee's Direct Manager.



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