**Anti-Discrimination & Equal Opportunity — Employee Policy (Kingdom of Saudi Arabia)**

**Applies to:** All employees, applicants, contractors, interns and workers of **[Company Name]** in the Kingdom of Saudi Arabia.  
**Purpose:** To tell you, in clear language, your rights and the Company’s commitments: we treat everyone fairly, we don’t tolerate unlawful discrimination or harassment, and we provide clear steps for reporting and resolving problems.

**1. Our promise to you (short)**

* We will treat all employees fairly and with respect.
* The Company does **not** tolerate discrimination, harassment, bullying or victimisation.
* Decisions about hiring, pay, promotion, training, assignment and discipline are based on job-related factors (skills, performance, experience), not on personal characteristics.
* If you believe you have been discriminated against or harassed, you will be heard, your complaint will be investigated promptly and confidentially, and the Company will take corrective action when needed.

**2. What is discrimination? (plain)**

Discrimination means treating someone unfairly because of who they are rather than what they can do. Unlawful or unacceptable reasons include (this list is illustrative, not exhaustive):

* Nationality, citizenship or immigration status
* Race, color, ethnicity or descent
* Religion or belief (including dress and religious observance)
* Sex or gender, gender identity, or marital status
* Pregnancy, maternity, breastfeeding or related conditions
* Age
* Disability or long-term medical condition (including mental health)
* Social status, tribe or family status
* Political opinion or trade union membership
* Any other protected personal characteristic

Examples: refusing to interview a qualified candidate because of nationality; paying someone less because of gender; assigning degrading tasks to someone because of ethnicity.

**3. What is harassment, bullying & victimisation? (plain)**

* **Harassment** is unwanted conduct related to a protected characteristic that violates someone’s dignity or creates an intimidating, hostile, degrading or offensive environment. Example: repeated offensive jokes about a person’s religion.
* **Sexual harassment** is unwelcome sexual conduct (comments, touching, requests for sexual favours, sexual images) that makes someone uncomfortable or creates a hostile workplace.
* **Bullying** is repeated, unreasonable behaviour that humiliates, undermines or offends a person (e.g., persistent public criticism, excluding someone from meetings without reason).
* **Victimisation / retaliation** is punishing someone for making a complaint or supporting a complainant (e.g., demotion, denial of training, ostracism).

All these behaviours are prohibited — even if the person doing them claims it was “just a joke.”

**4. Where the rules apply**

This policy applies at work and also:

* During recruitment and selection.
* At work-related events, business trips, training, social events and online communications (email, messaging, social media when used for work).
* When interacting with customers, suppliers or partners while representing the Company.

**5. Reasonable accommodation & disability support**

* If you have a disability or a medical condition that affects your work, tell HR or your manager. The Company will consider **reasonable accommodations** (e.g., adjusted hours, ergonomic equipment, modified duties, additional breaks, workspace changes) to allow you to perform your job.
* Requests for accommodation should be supported by appropriate documentation where needed; requests will be treated confidentially and considered promptly.

**6. Recruitment, pay, promotion and training — our commitments**

* **Recruitment:** Job ads, selection criteria and interview panels will be based on skills and job requirements. Where law or Company policy prioritizes nationals for certain posts, we will say so in the job advert.
* **Pay & benefits:** Pay scales and allowances are set by job grade, experience and performance — not by protected characteristics.
* **Promotion & training:** Opportunities are provided fairly. If training or development is needed to meet legal or Company targets (e.g., Saudization), we will explain the reason and apply rules consistently.
* **Reasonable adjustments:** The Company will make reasonable changes to enable a candidate or employee to participate in recruitment or do their job.

**7. Reporting — how you raise a concern**

If you experience or witness discrimination, harassment, bullying or retaliation, you should report it as soon as possible. You have options:

1. **Talk to the person** (optional) — if you feel safe and comfortable, tell them the behaviour is unwelcome and ask them to stop.
2. **Speak with your manager** — informally raise the issue with your direct manager. If the manager is involved in the complaint, use option 3 or 4 below.
3. **Contact HR** — email **hr@[company].sa** or use the HR portal / grievance form. HR will log your report and explain next steps.
4. **Confidential advisor** — the Company may have a designated confidential advisor or EAP counsellor listed on the HR portal; they can advise you about options.
5. **Formal written complaint** — submit a written complaint if you want an investigation (see Section 8 for what we need).

If you prefer, you may report anonymously through the Company’s whistleblowing channel (where available); anonymous reports will be handled as far as possible, but anonymous complainants cannot participate in interviews and this may limit the investigation.

**8. What to include in a formal complaint**

When making a formal written complaint, include:

* Your name, job title and contact details (or say you want to be anonymous).
* Name(s) of the person(s) you believe discriminated/harassed you.
* Dates, times and locations of incidents.
* A short description of what happened (facts only — what was said/done).
* Names of any witnesses.
* Copies of any relevant evidence (emails, messages, photos).
* What outcome you would like (e.g., stop behaviour, apology, transfer, disciplinary action).

HR will confirm receipt, explain next steps and expected timelines.

**9. Investigation process (what you can expect)**

1. **Acknowledgement:** HR acknowledges receipt of a formal complaint within **2 business days** and explains the process.
2. **Initial assessment:** HR assesses whether the complaint is covered by this policy and whether urgent action is needed (e.g., temporary separation of parties, paid leave, change of reporting line).
3. **Interim measures (if necessary):** To protect parties and witnesses, HR may put in place temporary arrangements (e.g., no contact orders, temporary re-rosters, remote work, suspension of alleged wrongdoer pending investigation). These are precautionary and not disciplinary decisions.
4. **Investigation:** HR (or an appointed investigator) interviews complainant, respondent and witnesses; collects documents and other evidence. Investigations aim to be fair, objective and timely.
5. **Decision & action:** After considering the evidence, HR or a panel decides whether the policy was breached and recommends actions. Possible actions include mediation, training, written warning, demotion, redeployment, suspension, or dismissal for serious misconduct.
6. **Outcome communication:** HR informs both complainant and respondent of the outcome and any corrective actions, respecting confidentiality of sensitive details.
7. **Appeal:** Either party may appeal the decision within **10 business days** of notification; appeals are handled by a senior manager or a review panel not involved in the initial decision.

**Target timeline:** The Company aims to complete investigations within **30 calendar days** of the complaint where possible. Complex cases may take longer; HR will update parties regularly.

**10. Confidentiality & privacy**

* The Company treats reports as confidential. Information is shared only with those who need to know (investigators, decision makers).
* HR will store investigation records securely and limit access. Medical or sensitive personal data is handled per data protection rules.
* Breaching confidentiality (disclosing protected information or retaliating) may be a disciplinary offence.

**11. No retaliation — your protection**

* The Company will not tolerate retaliation against anyone who, in good faith, reports discrimination, participates as a witness, or supports a complainant. Retaliation itself is a serious policy breach and will be investigated and disciplined.

**12. False or malicious complaints**

* Making an intentionally false or malicious complaint is a serious matter. If an investigation shows a complaint was knowingly false, the Company may take disciplinary action. However, a complaint made in good faith (even if not upheld) will not be treated as malicious.

**13. Remedies & outcomes (examples)**

If a complaint is upheld, the Company may take one or more of the following actions, depending on severity:

* Formal apology to the complainant.
* Training for the respondent and/or team.
* Written warning, final written warning.
* Transfer or change of reporting lines.
* Suspension pending further action.
* Dismissal for gross misconduct.
* Changes to policies, working arrangements, or team training where systemic issues are found.

**14. Manager responsibilities (what managers must do)**

* Treat all employees fairly and model respectful behaviour.
* If an employee tells you about discrimination or harassment, listen calmly, reassure them they will be taken seriously, and refer the matter to HR immediately.
* Never promise confidentiality you cannot keep; explain that some information may need to be shared to investigate.
* Do not intimidate, question, or punish someone for reporting. Report any suspected wrongdoing you observe even if the person does not want to make a formal complaint.

**15. What if you are the person accused?**

* You will receive full details of the allegations and the evidence against you. You will be given an opportunity to respond and present witnesses/evidence. The Company follows fair process — an allegation is not a finding until the investigation concludes.

**16. External options & legal rights**

* If you are not satisfied with the Company’s handling or outcome, you may pursue external remedies (e.g., file a complaint with the Ministry of Human Resources & Social Development or seek legal advice). The Company will cooperate with lawful investigations by authorities.

**17. Training & prevention**

* The Company provides regular training on equal opportunity, anti-harassment, respectful workplace behaviour and bystander intervention for managers and employees. Completion of mandatory training is a condition of employment for relevant roles.

**18. Monitoring, reporting & policy review**

* HR monitors complaints and outcomes to identify trends. The Company reports aggregated, anonymised data to senior management and uses it to improve policies and training. The policy is reviewed at least annually or when legal changes require updates.

**19. Examples (plain)**

* **Example 1:** A colleague repeatedly makes jokes about someone’s ethnicity. The colleague is told to stop. If the jokes continue, a formal complaint can be made and an investigation started.
* **Example 2:** An employee is overlooked for promotion because they are pregnant. The employee may raise this as a discrimination complaint; the Company will review the decision and the selection criteria.
* **Example 3:** An employee reports harassment; the Company temporarily reassigns the alleged harasser to a different team during the investigation to ensure safety and continuity.

**20. How to make a complaint right now (quick steps)**

1. Collect any evidence (emails, messages, names of witnesses).
2. Send an email to **hr@[company].sa** with “Confidential: Complaint” in the subject or complete the form on the HR portal. Include dates, what happened, and desired outcome.
3. HR will acknowledge and explain next steps.

If you are uncomfortable contacting HR, speak to your manager, a confidential advisor, or use the anonymous reporting channel.

**21. Where to find this policy & help**

* The full policy and the complaint form are on the HR portal and in the Employee Handbook. You can contact HR at **hr@[company].sa** or your manager for guidance. For immediate safety concerns (threats, violence), contact Security and HR immediately.

**22. Final note — our culture**

We aim to be a workplace where everyone can do their best work without fear of unfair treatment. Respect, dignity and fairness are core values. If you see behaviour that undermines these values, please speak up — the Company will listen and act.