

Recruitment Policy and Procedure

Purpose

The purpose of this Recruitment Policy and Procedure is to ensure that RightShip attracts, selects and retains the best-qualified candidates, based on their merit and in a way which is consistent with RightShip's values, business objectives and desired employee experience.

All employee recruitment and selection activities must be conducted in a manner that is consistent with, and does not breach, applicable legislative and regulatory requirements including laws dealing with equal opportunity, anti-discrimination, anti-bullying and harassment, workplace diversity and privacy requirements.

Scope

This Policy and its associated procedures apply to the conduct of all RightShip employees and contractors and anyone they may come into contact with while working for RightShip.

The terms of this Policy and its associated procedures do not form part of an employee's contract of employment and they may be varied, replaced or terminated at any time without notice at RightShip's discretion.

Consequences of non-compliance

Any employee or contractor found to be in breach of this Policy (including the procedures) may be subject to appropriate disciplinary action, up to and including termination of their employment or engagement with RightShip.

Policy statement

RightShip will maintain recruitment policies and procedures that ensure we attract, select and retain candidates in a manner that:

- ensures procedural fairness in decision making, including impartiality, lack of bias and selection based on merit;
- creates a high performing and professional workforce to support our strategic direction, values and goals;
- meets the operational requirements of our organisation;
- is consistent with and does not breach any applicable legislative and regulatory requirements; and
- progresses RightShip towards being an employer of choice.

RightShip aims to make decisions on who it employs and engages based on suitability, experience and merit. We are committed to ensuring candidates are not discriminated against.

Procedure responsibilities

Human Resources

It is the responsibility of Human Resources (HR) to:

- ensure a requisition is approved via the HRIS system before initiating the vacant role's recruitment and selection process;
- advise Hiring Managers as required to create suitable position descriptions, sourcing strategy and selection criteria;
- arrange appropriate advertisements for the vacant role, including the engagement of external recruitment agencies where required;
- pre-screen applicants using Predictive Index (PI) psychometric assessment tools to assist in short listing suitable applicants;
- assist Hiring Managers in interpreting and using the PI outcomes to support the hiring decisions;
- interview shortlisted applicant(s) with Hiring Managers if requested;
- ensure a robust selection process is adhered to (for example using RightShip interview guides which are aligned to the competency framework and company values);
- provide support and advice where necessary to the Hiring Managers on the selection of successful applicant(s);
- ensure the outcome of the recruitment activity is communicated to all applicants; and
- prepare offer(s) of employment to the successful applicant(s).

Hiring Manager

It is the responsibility of the Hiring Manager to:

- prepare position requirements and decide, in liaison with HR, the final position description and selection criteria;
- complete a recruitment requisition request via ELMO and submit to HR;
- advise HR if the scope of the position or position requirements change throughout the recruitment process;
- pre-screen applicants to shortlist applicants for interview;
- prepare a case study/ problem statement for candidates;

- interview shortlisted applicants; and
- select the successful applicant(s) in liaison with interview panel members and HR.

Procedural principles

All recruitment, employee and selection activities must remain confidential. Information such as: a) candidate current salary, b) expected salary, c) PI cognitive scores and d) other sensitive personal information relevant to the candidate's ability to do the job, will only be shared with HR and hiring managers.

Selection of applicants for appointment will be based on merit, with the principles of equal opportunity, workplace diversity and privacy applying to all recruitment and selection activities.

A proactive partnership between HR and hiring managers of the different business units is required to ensure that the business gets the best talent onboard.

Recruitment initiation

• Head Count recruitment

To initiate recruitment activity for a position that has been identified as vacant or newly required, the Hiring Manager must complete a requisition form in the HRIS . This form must be approved by the relevant Senior Leader and HR to authorise the recruitment activity's commencement.

Recruitment initiation for the vacant position can only be authorised within the approved headcount and remuneration budget. Any position that is outside of the approved headcount and remuneration budget must be supported by a business case and approved by the CEO. Head count is defined as either full time / contract / part-time/ permanent hire that has been accounted for in the labour forecast and salaries are paid from the provisioned labour budget, which include other employee oncosts. Head count hires will also receive their employment contract via RightShip or an Employer of Record (EOR) that will help employ on RightShip's behalf in locations the firm does not have a legal entity in.

• Non Head Count / Vendor Recruitment

Any non head count recruitment or vendor recruitment is defined as hire and services being a) not in the official head count and b) paid through a budget, other than the labour budget ie not on RightShip payroll. A non head count hire, can be either full time/ part time/ contractor hire, but cannot be a permanent hire. Process for non head count or vendor recruitment does not sit with HR. Hiring Managers must then consult Legal Team to draft bespoke contracts to facilitate these hires. Non- head count/ Vendor hires will not have employment contracts sent out via RightShip and will not be on the RightShip payroll.

To clarify the types of employment and permutations, table below explains the different categories clearly:

Types of employment	Head count	Non- Headcount / Vendor
Full time	Yes	Yes
Part time	Yes	Yes
Contractor	Yes	Yes
Permanant	Yes	No
Paid through RightShip payroll	Yes	No
RightShip employment contract	Yes	No

A full- time employment is one that implies a set work week, usually with 8 hour days, Mondays – Fridays and 40 hour weeks, or similar to what stipulated in one’s contract, depending on location. Both a head count or a non headcount/ vendor hire can be employed on a full time basis.

A part time employment is one that implies a flexible work arrangement which entails the hire to work less than full time hours. Part-time employment is less than 30 hours per week usually and hires work less than 5 days in the working week. Both a headcount and a non headcount or vendor hire can be on a part time employment.

Contract employment has a fixed start and fixed end date to the term of employment. This is also known as fixed term employment. Both a headcount and a non headcount/ vendor hire can be under a contract employment. However, a non-headcount hire, under contract employment will not receive, their employment contract via RightShip or have certain employee benefits or be paid out of the RightShip payroll.

Permanent employment has a fixed start date but no fixed end date to the term of employment. A non head count or vendor hire cannot be a permanent hire.

Advertising

Vacant positions may be advertised internally and/or externally depending on the position requirements and the internal capability available against the position requirements.

Internal advertising

RightShip will advertise vacant positions internally and employees are encouraged to apply for such positions. RightShip reserves the right to simultaneously advertise all vacant positions externally.

Direct internal appointments to vacancies may be made including where an identified internal applicant has a unique skillset well suited to a vacant position or where it is deemed a talent appointment based on succession planning requirements. In these scenarios, RightShip may not advertise vacancies internally. Direct appointments must be approved by the CEO.

External advertising

A position may be advertised externally through an appropriate recruitment medium.

The preferred recruitment medium may include external job boards such as Indeed, Seek, LinkedIn and others and other location centric sites that are relevant to the geography, hiring takes place in. All advertisements will be done, in line with individual country requirements to facilitate work permit or pass applications.

Full-time hires

All full-time permanent hires must take the Predictive Index assessments, if not done already. This includes converting vendor hires (if applicable) and interns.

Recruitment Agencies

The use of a recruitment agency will be by exception and at the discretion of HR. All communication regarding roles, hiring, candidates etc, with recruitment agencies will go via HR in order to streamline this communication. Hiring Managers must involve and copy a member of HR in such communications, if a) they receive unsolicited recruiters approaching, or b) casually in discussions with recruitment firms for roles that are in the pipeline but no formal requisition raised yet.

The final decision to engage a recruitment agency or not will be at the determination of HR.

Applicant shortlisting

Application information must satisfy the position's selection criteria and position responsibilities, including behavioural and cognitive profiles.

HR and the Hiring Manager may conduct an initial phone or Teams screening interview to help identify applicants for further personal interviews.

All applicants shortlisted for permanent positions must have a satisfactory PI cognitive and behavioural profile.

However, in a tight labour market especially, applicants who do not meet the minimum baseline score or minimum score for the role, but have successfully demonstrated the relevant skillset and value add they bring to the organization, their entry into the organization will be considered on a case by case basis.

Such appointments must have 1 member of the ELT and the CEO's sign off.

Interview

All short-listed applicants will usually be required to participate in two interviews, either virtual or in-person

The first round will be no more than 45 mins and functions as an introductory session of RightShip with some role related questions.

At least two RightShip employees should be involved in each interview as interviewers.

These are the following possibilities for the 1st round:

- HR with Hiring Manager or relevant proxy
- HR , Hiring Manager, Senior member of the team or relevant proxy
- Hiring Manager and Senior relevant member of the team **

**If the first round of interview is carried out without HR, due to reasons such as unavailability of HR and/ or the role needed to be filled urgently, then after the first interview, hiring managers have to provide detailed feedback of the interview through an email to HR on how to proceed or not to proceed with the candidate, within the close of the next working day.

Following the first round, if relevant, a problem statement, case study or relevant equivalent will be administered. The candidate is given 7 - 10 days to solve this and will be invited to present, either virtually or in person to the office shortly after.

For the second and final round of interview, it is encouraged to change up and introduce other members into the panel. Members of the ELT are encouraged to participate in this round to increase visibility and maintain their relationships on the ground. These are the following possibilities for the 2nd round:

- Hiring Manager and Hiring Manager + 1 level up and/ or member/s of the ELT or relevant proxies

Following the second round, the Hiring Manager is to email feedback and how to proceed with the candidate, to HR, within the close of the next working day.

Gender equity and other workplace diversity principles should be considered when finalising the interview panel.

Questions based on the key selection criteria and competencies identified for the specific position should be created as an interview guide. HR will guide managers with suggested questions and templates, but the responsibility remains on the hiring managers to do what is necessary to hire the best person for the job.

HR will coordinate and confirm suitable interview appointment dates and times with the short-listed applicants and interview panel members.

Personal information collected about unsuccessful applicants will be destroyed by HR at the completion of the process unless applicants have provided permission for RightShip to keep such information for a maximum period of 12 months or as otherwise required by applicable law. For a successful applicant, any interview documents created will form part of the employee's personnel file.

Employment checks and consents

RightShip (or a nominated third party) may conduct background verification checks on candidates as part of its recruitment processes.

Preferred applicants are to provide evidence that they have the authority to live and work in the applicable intended location of work.

Offer and Acceptance

After the final round of interviews are over, and the final candidate selected, HR is to make the offer and have the negotiation with the candidate.

In competitive markets, a timed offer of 24 hrs – 48 hrs may be presented by HR to the candidate, after deliberating with the Hiring Manager.

After the candidate has accepted the offer, HR must:

- notify the hiring manager in writing and or via teams/ phone call
- follow up with candidate to make sure candidate has resigned from past role and fix a commencement date with RightShip.

Contract of employment

All offers of employment are to be made by the appropriate Delegated Authority and recorded in a contract of employment.

The contract of employment must be:

- in the approved format; and
- signed on behalf of RightShip by the appropriate Delegated Authority.

Unsuccessful applicants will be contacted by HR and/ or the Hiring Manager following the appointment of the successful applicant/s. Only after a role has been filled, will the unsuccessful candidates be notified. Candidates must be notified no later than one week after the role has been filled.

Induction

All new employees shall undergo an induction program facilitated by HR to support the new starter's transition into RightShip. This induction program is not a one size fits all.

Hiring Managers/ Team Leads will choose what induction programs are required for their new hires. The responsibility lies in the leaders of the team to ensure their new joiners get the information necessary and relevant to their employees.

All new employees must attend the induction programmes they have been signed up for. If unable to attend, they must notify a) their manager about their absence and reason for via email, b) notify the person running the induction in writing and c) notify HR, to ensure the program be rescheduled at a more convenient time.

The induction program will typically include:

- introduction to RightShip's history, strategy, objectives, values and organisational structure;
- familiarisation with organisational policies and procedures;
- compliance training;

- cyber security training; and
- access to and training of RightShip's operational systems and processes.

HR will prepare for the commencement of new employees by:

- preparing a welcome / induction pack;
- establishing security and IT access;
- arranging required seating, computer and telephone resources;
- organising any other resources necessary to support the new employee's commencement; and
- job specific training facilitated by the relevant department in line with the competencies identified for the position.

Probationary period

All newly appointed employees are subject to a three month probationary period (RightShip may extend this by a further three months if deemed necessary) to assess their suitability for ongoing or permanent employment with RightShip. This period also provides the new employee time to assess whether the workplace meets their expectations or requirements.

However, completion of the probationary period will not alter US employees' at-will employment status in any way.

Performance related Bonus

Employment under a fixed term arrangement may be eligible for bonus payment at the conclusion of the employment contract and are entirely performance dependent and at manager discretion. However, as a rule of thumb, employees (head count hires only) may expect up to 1 month salary for contracts less than 6 months, up to 2 months for a contract greater than 6 months, and no bonus for less than 3 months.

References

RightShip Documents

- Delegations of Authority Policy
- Diversity and Inclusion Policy
- Equal Employment Opportunity and Anti Discrimination, Harassment, Bullying and Victimisation Policy
- Privacy Policy

Policy ownership and review

This Policy is owned by the Chief Executive Officer.

This Policy requires the annual approval of the RightShip Board of Directors.

Procedural Version Control

No.	Date approved	Date effective	Section amended	Authorised by
1	February 2021	February 2021	Initial release	CEO
2	February 2023	February 2023	Update to recruitment procedures	CEO