

Human Capital & Culture

Recruitment & Onboarding Policy

Purpose

The purpose of this policy is to establish a structured, transparent, and compliant approach to recruiting and onboarding employees across B&S Investments. It ensures that we attract top-tier talent aligned with our strategic priorities and values, while providing a consistent and professional onboarding experience that fosters early engagement, cultural assimilation, and performance readiness.

This policy safeguards B&S Investments' reputation as an employer of choice in Saudi Arabia and global markets by ensuring equity, efficiency, and compliance in every step of the hiring process..

Scope

This policy applies to all full-time, part-time, contract, and temporary hiring activities within B&S Investments and its subsidiaries. It applies across all business sectors including exhibitions, manufacturing, tourism, creative content, hospitality, and digital ventures.

It governs:

- Workforce planning and requisitions
- Internal and external recruitment
- Assessment and selection
- Offer management and pre-employment screening
- Onboarding and integration procedures

- Hiring of Saudi nationals and expatriates
- Compliance with Saudi Labor Law and Saudization targets (Nitaqat).

Policy Statement

B&S Investments is committed to fair, inclusive, and strategic hiring practices that reflect our company values and business goals. All recruitment and onboarding activities must:

- Align with approved workforce plans and budgets
- Be merit-based, transparent, and free of bias or discrimination
- Prioritize internal mobility and nationalization where feasible
- Comply with legal, cultural, and ethical standards
- Provide a seamless candidate experience from selection through induction
- Ensure operational readiness and productivity from Day 1

No hiring may be made outside of the defined process or without appropriate approvals under the Delegation of Authority..

Roles & Responsibilities

Role	Responsibility
Board of Directors	Oversees organizational talent strategy and reviews hiring trends and Saudization performance
Group CEO & Business Unit CEOs	Approve key strategic hires and ensure alignment with long-term workforce plans
Chief People Officer (CPO)	Defines recruitment strategy, leads employer branding, and ensures compliance across the Group
HR Business Partners	Manage requisitions, source candidates, facilitate interviews, and ensure compliance with recruitment policy
Hiring Managers	Define role requirements, participate in interviews, and provide input on final selection decisions
Recruitment Team / Talent Acquisition	Source, screen, and shortlist candidates; maintain applicant tracking systems; and manage candidate communications
IT & Admin Teams	Support Day 1 logistics including system access, email setup, and workstation allocation

Role	Responsibility
New Employees	Complete onboarding requirements and actively engage with orientation and integration programs

Procedures & Implementation

1. Workforce Planning & Requisition

- Annual workforce planning is conducted in Q4 to align hiring with strategic goals and budgets
- All roles must have an approved Job Description (JD) and Job Grade before requisition
- Hiring requisitions must be submitted via the HRMS system and approved as per Delegation of Authority

2. Job Advertising & Sourcing

- Vacancies are posted internally for 7 days before external sourcing
- External sourcing may include:
 - Job boards (e.g., LinkedIn, Bayt)
 - Recruitment agencies (from the Approved Vendor List)
 - University partnerships and career fairs
 - Social media and referral programs
- Saudization is prioritized in sourcing efforts; female and disability hiring initiatives are also promoted

3. Screening & Selection

- Candidates are evaluated based on qualifications, experience, and cultural fit
- Selection methods include:
 - CV screening and phone interviews
 - Structured interviews and technical assessments
 - Behavioral assessments or panel interviews (for senior roles)
- At least two interviewers must participate to ensure fairness and reduce bias

4. Offer & Pre-Employment

- Offers must include: salary, allowances, benefits, contract type, start date, and work location
- Compensation must fall within the approved salary band
- Pre-employment checks include:
 - Identity verification and national ID validation
 - Background/reference checks
 - Criminal clearance (where applicable)
 - Education and professional certification validation
 - Medical fitness (per Saudi Labor Law or visa requirements)
- No candidate may start work without a signed contract and completed checks

5. Onboarding & Orientation

- HR coordinates onboarding with IT, Facilities, and the Hiring Manager at least 5 days before start date
- Onboarding includes:
 - Welcome email and Day 1 schedule
 - Orientation session (culture, policies, org structure)
 - Systems access and IT onboarding
 - Introduction to team, mentor, and office tour
 - Probation period goals and performance expectations
- New employees must sign a Code of Ethics, NDA, and acknowledgment of key policies

6. Probation Period Management

- Probation period (6–3 months) includes structured reviews at 45 and 90 days
- Managers must complete a Probation Evaluation Form
- Early confirmation or extension requires HR approval
- If performance is unsatisfactory, separation procedures must follow the Termination Policy

Monitoring & Review

This policy is reviewed annually by the CPO in coordination with Talent Acquisition, Legal, and Business HR. Metrics for effectiveness include:

- Time-to-hire and cost-per-hire
- Offer acceptance and onboarding completion rates
- Probation success rate
- Saudization and diversity hiring ratios
- New hire engagement and retention within first year
- Any legal, labor market, or operational developments may trigger interim reviews..

Associated Documents

- Job Requisition & Approval Form
- Interview Evaluation Templates
- Salary Band Matrix
- Offer Letter & Contract Templates
- New Joiner Checklist
- Employee Code of Conduct
- Onboarding Orientation Deck
- Probation Evaluation Form
- Saudization Compliance Tracker
- Recruitment Vendor SLA Guidelines
- Exit & Early Termination Policy

