

Al Rajhi Bank مصرف الراجحي



HR POLICY MANUAL

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Objective of the Policy:

This manual is intended to organize the work of human resources of the Bank and organize the relationship between the Bank and the employee and clarify the duties and rights arising from both parties so as to provide a work environment dominated by clarity and balance in the treatment of all employees, which leads to an increase in the productivity and the spirit of employee belonging.

Scope of Applicability of the policy:

The scope of applicability of this policy shall apply to all full-time employees of Al Rajhi Bank in the Kingdom of Saudi Arabia only.

Abbreviations:

ARB: Al Rajhi Bank.

CEO: Chief Executive Officer.

DCEO: Deputy Chief Executive Officer

CFO: General Manager of the Financial Group (Chief Financial Officer)

COO: General Manager of Shared Services Group (Chief Operating Officer)

CHRO: Chief Human Resources Officer

GM: General Manager of the Group

OD: Organization Development Management of Human Resources

SIMAH: Saudi Credit Bureau Company

FCML: Financial Crimes and Money Laundering Committee

SAMA: Saudi Central Bank

CMA: Capital Market Authority

PACE: Performance Appraisal and Career Enhancement

NDC: Natural Distribution Curve

Definitions:

- **Board of Directors:** The Board of Directors of Al Rajhi Bank in the Kingdom of Saudi Arabia.
- **Bank:** Al Rajhi Bank in Kingdom of Saudi Arabia.
- **Senior Managers:** Those appointed to leadership positions according to the job classification in the Bank.
- **Labor Law:** It means the amended Saudi Labor Law issued by Royal Decree No. (M/46) dated 5 Jumada Al-Aakher 1436H and the implementing regulations and ministerial decrees that implement the provisions of the decree.
- **Authorized Person:** It is the person authorized and specified in the Authorities' Schedule.
- **Organization Structure:** The vertical and horizontal hierarchy of the groups, divisions, departments and jobs in the Bank.
- **Job Description:** It is a formal document that provides a record of the content of the job that distinguishes each job from other jobs in the group, which summarizes the goals



and limits of the job and its duties and responsibilities and describes the skills and qualifications required to perform it satisfactorily.

- **Work Force Plan:** It is the process of ensuring the appropriate number of suitable and qualified personnel in the right job at the right time in order to deliver results in an efficient and effective manner. It is a system of harmony and consistency of the resources available internally or externally with the demand that the organization expects to get in a period of time.
- **Recruitment Plan:** It is an implementation plan for foreign employment of manpower plan, and it is a temporary plan and has its own budget, which includes foreign employment, selection processes, and employment costs and the expected date for sending resumes that will be checked soon and the expected date of closing the vacancies for each vacant position.
- **Promotion:** Placing an employee on a job and rank higher than his current job and rank, both in the same division or department or in another department or another division within the Bank and after fulfilling the terms and obligations of the Promotion for the new job.
- **Relocation:** Permanent transfer of an employee to fill a vacant job without a change in the levels of responsibilities and duties, including the transfer of employees whose presence is needed in work sites other than their current location and transfer of the employees who have not been placed in jobs on job structure.
- **Job Rotation:** It is a temporary transfer of the employee in the divisions of the Bank to gain new experience or skills for a certain period with the consent of his current division and the divisions to which he will be transferred. His division shall bear his salary and benefit and the relocation expenses.
- **Employment Agencies:** They are employment consultants who can be dealt with to advertise for vacant posts, attract and nominate the most efficient applicants.
- **Foreign Employment Agencies:** These are employment agencies outside the Kingdom of Saudi Arabia.
- **Outstanding Employment Agencies:** These are private employment agencies that attract and nominate professional or outstanding applicants for distinct administrative posts.
- **Applicant:** Any person applying for a job at the Bank.
- **Candidate for the job:** It is the applicant who has the qualifications to attend a personal interview after successfully passing the screening process in an outstanding manner.
- **Selection process:** It is an evaluation of the job applicant and the tools that are used to sort, evaluate, interview and test them to determine the most suitable and appropriate applicant for the job.
- **Interview Committee:** They are the authorized individuals to conduct personal interviews of applicants and choose one of them. The Interview Committee is selected based in the team of the vacant jobs.
- **Employment Tests:** They are tests that are prepared and designed according to the type of the vacant job and the specifications of the qualified person to be filled, whether specifications relating to the technical, computer or personal capabilities, or behavioral capabilities, which fall under the steps of basic selection.



- **Work Commencement:** The process of receiving the employee's job functions that belong to his job. This is often the first working day at the Bank.
- **Basic Salary:** It is the pay received by the employee without adding any allowances.
- **Total Salary:** It is the salary received by the employee on a monthly and regularly basis, which represents (basic salary + housing allowance + transportation allowance + other monthly allowances).
- **Net Salary:** The total salary reduced by the premium of the General Organization for Social Insurance.
- **First degree relatives:** The father, mother, son, daughter, husband, and wife.
- **Second degree relatives:** The brother, sister, grandfather, grandmother, grandson, granddaughter, father of the wife / husband, mother of the wife / husband.
- **Third degree relatives:** Uncle and aunt on the father side and uncle and aunt on the mother side.



Recruitment:

1. Recruitment Criteria
2. Sourcing
3. Internal Hiring
4. Assessment & Selection
5. Probation Period
6. Hiring of Relatives
7. Rehiring of Employees



Recruitment:

Recruitment is to attract and acquire the best talent in the market matching the Bank's requirement, through the use of best-in-class tools and resources, the application of the right assessment and selection techniques, and the practice of due diligence standards. The recruitment process will ensure the right sourcing, combined with the right assessment resulting in the right placement of Employees with in the Bank.

Every recruitment must have the following documents:

- Approved Budget
- Approved Organizational Chart
- Approved Job Description

1. Recruitment Criteria:

The candidates to fill the vacant and approved jobs at the Bank must fulfill the **following conditions**:

- 1-1 Must be Saudi nationals unless no suitable Saudis could be found.
- 1-2 The candidate must be educationally and practically qualified for the job applied.
- 1-3 Fulfillment of approved qualifications and the job requirements as per the job description.
- 1-4 At least **(18)** years old and not to exceed the retirement age as stated in the labor law.
- 1-5 Medically fit for work as per a medical report issued by a medical authority to be determined by the Bank.
- 1-6 Pass a personal interview and tests, as applicable, required by the Human Resources.
- 1-7 Clean record in Saudi Credit Bureau Company (**SIMAH**).
- 1-8 Have a clean criminal record.
- 1-9 There are specific jobs that require the approval of the Saudi Central Bank or the Capital Market Authority, therefore the job offer for any of these jobs requires the consent of those parties before the start of work or the signature of the employment contract for any of those jobs, and in the case of non-approval of any of those parties, the employment contract is considered null and void.

2. Sourcing:

The Bank will use the best tools and sources to target the best talent that will match the Bank requirements in accordance with the approved Annual Manpower Plan and consequent specific Recruitment Plans. The purpose of Sourcing Policy is to outline the methods and priorities by which the Bank will target potential candidates and resumes.

- 2-1 Resumes could be obtained from more than one source such as the Bank's Careers Website, Job Boards, Targeted Search and Social Media Recruitment.



- 2-2 The Bank will target Saudi Nationals for all positions
- 2-3 All applicable vacancies should be advertised on the Bank's Career website "Mustaqbli" for internal and external candidates.

3. Internal Hiring:

The Bank will ensure career progression opportunities are made available to eligible existing employees through the advertised vacancies and selection will be based on competency and internal hiring guidelines. The purpose of this policy is to provide the Bank's eligible Employees with opportunities to develop/diversify their career within the Bank.

- 3-1 Employees meeting the below criteria are eligible to apply to advertised vacancies:
 - 3-1-1 Employee has to meet all requisite qualifications and experience requirements for the position he is applying for.
- 3-2 The policy for selecting internal candidates will be as per the "Recruitment: Assessment and Selection and other relevant HR Policies".
- 3-3 Influencing candidate recruitment and selection in any form will immediately result in disqualification of the candidate.

4. Assessment & Selection:

Assessment and selection of candidates will be completed using the best-in-class assessment tools and processes. These include interviews based on the behavioral and technical competencies required for the job. The purpose of this policy is to establish a unified and structured method to assess and select potential candidates.

- 4-1 All Recruitment of candidates should comply with the Recruitment criteria.
- 4-2 Assessment tools and tests may be utilized for individual roles as applicable.
- 4-3 Interviews will be conducted either through individual interviews or panel interviews.
- 4-4 Each interviewer has to complete the required forms and templates to evaluate the candidate during the interview.
- 4-5 All selection decisions will be made by the concerned Group/Division Head (or his designee), Recruitment Department and the CHRO (or his designee).
- 4-6 Candidates, on grade 11 and above, coming for interview from outside Saudi Arabia or Riyadh, or to the place of the interview, are eligible for one round trip ticket for candidate only as per the business travel expenses according to the vacancy grade.
- 4-7 The Recruitment Department will verify documents, background information and salary details of every new recruit.
- 4-8 Salary offers will be within the salary scale corresponding to the job grade.
- 4-9 The Recruitment Department will ensure that candidates fulfilled all required approvals and documents needed as per On-Boarding procedures.



5. Probation Period:

All Employees who join the Bank will be on probation for a minimum period of 3 months to determine the decision of permanency. The purpose of this policy is to allow adequate time for both the Bank and new Employee to assess suitability to the job opportunity.

- 5-1 During the probation period, either party can terminate the contract.
- 5-2 Approvals for the successful completion of the probation period must be obtained from the employee's manager.
- 5-3 The Bank may extend the probation period, with the written consent of both parties, only once more for another term of 3 months.
- 5-4 Official Holiday and/or sick leave periods will not be counted as part of the probationary period.

6. Hiring of Relatives:

- 6-1 The relatives of the on the job employees are given equal chance with the other candidates qualified for employment when there is no conflict of interest that may arise from the personal relationship. Candidates who are to be hired must disclose of any relatives they have working in the bank.
- 6-2 The relatives of the employee include relatives of the first degree or second or third or any relatives to the employee or to his brothers, sisters or wife or to his descendants.

7. Rehiring of employees:

- 7-1 The Bank is keen to attract previous banking experience, whose services are ended with the Bank to rehire them after the fulfillment of the Recruitment Terms, in addition, The performance appraisal of the candidate must be (3) "Strong Performer" during the last two years, or its equivalent during work at the Bank.



Organizational Development:

1. Work Force Planning.
2. Organization Structure
3. Job Description
4. Job Evaluation



1. Work Force Planning:

Determine the Bank's manpower needs, in accordance with the Bank's strategy, and in consideration of budget and capacity. The purpose of Workforce Planning is to ensure that the staffing requirements are planned in advance to aid in the achievement of the Bank's objectives.

- 1-1 Organization Development Department will develop and seek approval of the Workforce Plan for the Bank
- 1-2 The Annual Workforce Plan shall include the required positions, their job grades, target start dates, type of employment and critical or hard-to-fill positions.
- 1-3 Organization Development Department will consolidate all the Bank Manpower Plans and work with Group Heads to finalize the Recruitment Plans.
- 1-4 Consolidated Workforce Plan must be approved as per delegated authority prior to implementation.

2. Organization Structure:

The organization structure describes the optimal hierarchy of business and support functions required for the bank to achieve its vision, mission and strategic goals. It determines how the Bank's functions work efficiently to manage its operations and facilitate rapid decision making across all levels.

- 2-1 An appropriate organization structure shall be established and implemented with clearly defined roles and responsibilities.
- 2-2 Periodic review of the structure may occur to ensure fulfillment of a regulatory change, process efficiency improvement, cost optimization, or any other justified business needs.
- 2-3 All changes to the organization structure must be documented and duly approved as per delegated authority prior to implementation.

3 Job Description:

It is a written statement of a specific job, based on due analysis of a requirement, detailing its tasks, positional structure and specifications and provides objective description of duties and responsibilities of a position and act as reference document for Recruitment, Learning & Development, and Performance Management.

- 3-1 Each role must have a proper job description duly reviewed by organization development department and approved as per delegation of authority.
- 3-2 All employees will be provided with the job description of the positions they are handling during the time of hiring.
- 3-3 In case of new positions being created or added, new job descriptions should be developed.



4 Job Evaluation:

It is a formal and practical technique for comparing and ranking jobs logically, consistently and fairly, by using a structured method to measure job components determining its weight. It is a Consistent comparison of jobs assessing their relative worth and value for the purpose of establishing a rational and objective decision-making of jobs' grades, levels and compensation.

- 4-1 A complete job description of the position to be evaluated should be developed.
- 4-2 Evaluation methodology followed focuses on key factors:
 - 4-2-1 Know-How
 - 4-2-2 Problem Solving
 - 4-2-3 Accountability
- 4-3 Jobs will be mapped to the bank equivalent job level as per the approved grading structure and delegation of authority.

Employee Promotions & Development:

1. Promotions.
2. Talent Management
3. Training and Professional Development.



1. Promotions:

The promotion policy refers to the promotion of the existing employees to a higher grade within the organizational structure.

- 1-1 The promotion decisions are taken based on the performance, potential, disciplinary actions, displayed competencies, abilities, and not only on the time spent by the employee in the job at the Bank. The promotion criteria include the required behaviors that the employee must demonstrate in the field of abilities and performance.
- 1-2 The promotion can be nominated by the employee management and the Talent Management department will make recommendations to the authorized person as per the DoA, based on the promotion criteria. The promotion can also be initiated by the Talent Management department based on promotion criteria mentioned in the ARB promotion guidelines, and recommended to the employee's management for confirmation
- 1-3 The promotion requires the existence of an available position on a higher grade.

2. Talent Management:

ARB's Talent Management Policy is focused in significantly enhancing the organization's ability to provide competent, ready, high-quality, internal pipeline to fill Critical positions linked with the established Succession Plans of each Group against the needs as and when they arise. This initiative is also closely linked with the bank's overall Saudization strategy whereby the bank aspires to build a strong pool of competent Saudis ready to take up the future challenges of the bank.

ARB Talent Management policy further compliments towards building a high-performance culture, based on potential development. The main areas of the Talent & Succession Planning are as follows:

- 2-1 **Talent Identification:** HR will work closely with the business/function leaders to commence the Talent Identification exercise. ARB is using a Best in Class model, 9 Box grid tool; which contains employee's performance and their development ability which can assist them in fulfilling their jobs on a wider spectrum to include other positions within the head office, and a specially designed tool which is a combination of Ability assessment & Capability based psychometric assessment for Retail Network applicable positions. Line manager is required to provide solid evidence to justify the overall assessment of the employee. Once the initial plotting is completed, a Talent Calibration exercise, conducted by Talent Management, is held with the GM and the leadership team of the Group to validate and confirm the talent assessment rating of the employees. Grade 13 and above final identified list will be calibrated with Executive management or sign-off



- 2-2 **Critical Role Identification:** Critical roles are identified by each Group when formalizing the structure of the business/function and its succession plan. Each Critical role will have a detailed job description which will clarify the specific role responsibilities, experience and technical & behavioral competencies required from the jobholder in order to deliver the results expected of the role. Identification of critical roles must be approved from the concerned person.
- 2-3 **Succession Planning:** This is a strategic approach to ensure that necessary talent and skills will be available when needed, and that essential knowledge and abilities are transferred and learned when employees in critical positions leave. The main purposes for Succession Planning are as follows:
- 2-3-1 To ensure the bank is prepared with a plan to support business, operations and service continuity when senior management or key business leaders leave critical positions they hold.
 - 2-3-2 To prepare a supply of talented qualified and motivated employees for higher roles and responsibilities.
 - 2-3-3 To develop career progression plans for employees which will facilitate the bank's ability to recruit and retain top-performing or high talent employees.
 - 2-3-4 To deliver a message to the bank's employees that they are valuable.
 - 2-3-5 To develop reliable assessment procedures and ensure that these procedures are applied systematically across the bank.
- 2-4 Succession Planning process needs to be carried out periodically as stated in Talent management guidelines & must ensure:
- 2-4-1 All critical roles need to be clearly identified subsequent to the talent identification process
 - 2-4-2 Potential internal successors need to be mapped before external potential successors are identified.
 - 2-4-3 The agreed succession plan for "SAMA No Objection" positions needs to be approved by the CHRO, CEO and endorsed by the NCC.
 - 2-4-4 The succession plans for all roles other than "SAMA No Objection" positions, must be approved by respective group GM and endorsed by CHRO.
- 2-5 **Individual Development Plan:** All Critical Talent who have been nominated (Grade 11 and above) need to have an individual development plan that captures the areas of development and potential solutions to address the development needs. Development plans for all other Talent will be the responsibility of the individual Talent and the respective line manager



3. Training and Professional Development:

Training and development is essential to improve the performance of the employee and therefore the Bank is committed to raise the grade of its employees and provide them with opportunities to participate in activities that develop their job skills and total strengths that they enjoy in their jobs and develop their personalities through training programs inside and outside the Kingdom.

3-1 Training Budget:

- 3-1-1 Al Rajhi Academy is responsible for preparing the training budget for the following year based on the career ladders for the job groups in the Bank and the training plans for the career ladders.
- 3-1-2 Al Rajhi Academy shall prepare a draft of the annual training plan by mid-November of each year, in coordination with concerned groups.
- 3-1-3 The annual training budget and training plan requires **the approval of the authorized person.**

3-2 Conferences and Seminars:

- 3-2-1 The attendance of conferences and seminars are deemed as part of the business activities and not as part of the training and development. The cost will bear from beneficiary group expenses.
- 3-2-2 The attendance of conferences and seminars within and outside the Kingdom requires the approval of the authorized person.

3-3 Internal Training:

- 3-3-1 Al Rajhi Academy offers a number of training programs held within the Kingdom of Saudi Arabia which are exclusive for Al Rajhi Bank employees and will be announced at the beginning of every year.
- 3-3-2 Applying for these programs will be done through the HR System according to the authority matrix.
- 3-3-3 Al Rajhi Academy shall identify the training methodology taking into account the cost to meet the requirements such as: (classroom, on-the-job training, e-learning, business mission, and job rotation).
- 3-3-4 An employee will be nominated to attend a training program inside the Kingdom according to the training plan for each department.

3-4 External Training:

- 3-4-1 Training outside the Kingdom will only occur in the event that there is no alternative course within the Kingdom.
- 3-4-2 The training need will be according to the development plan which has been established for every employee



3-5 Distance Learning and Professional Certificates:

In the case of distance learning, professional certificate programs locally or through the Internet, **the following will apply:**

- 3-5-1 It should be required for performing the position.
- 3-5-2 obtaining the consent of the authorized person.
- 3-5-3 The training classes are made outside the working hours of the Bank.
- 3-5-4 Obtaining approval from Al Rajhi Academy for the program and its cost.
- 3-5-5 The registration and payment of fees by the male employee / female employee for the program.
- 3-5-6 Upon successful completion of the program, and obtaining the certificate, the certificate is sent in detail with the original invoices to Al Rajhi Academy
- 3-5-7 Al Rajhi Academy shall compensate for the costs of the program maximum (4,000 SAR for e-learning / distance learning courses via the Internet, and 10,000 SAR for accredited professional certificates) only if the employee has completed the program successfully, and the absence does not exceed 10% of the program.

3-6 Mandatory Training:

Mandatory training courses are courses/programs that have been mandated by SAMA or the banks executive management.

- 3-6-1 This training is conducted through a number of channels based on the agreement between Al Rajhi Academy and the concerned departments.
- 3-6-2 Mandatory training is for new employees as well as current employees.
- 3-6-3 Update of the personnel information once every three years at the most using one of the training channels as approved at the Bank.

3-7 Language Skill Development:

For the internally approved skill development programs language, **the following will apply:**

- 3-7-1 The employee should first be asked to obtain the approval of the direct manager and then Al Rajhi Academy
- 3-7-2 The classes are held outside of working hours of the Bank.
- 3-7-3 Register and pay the fees to him / her for the program.
- 3-7-4 Upon the successful completion of the program, the certificate and transcript as well as the originals of the invoices are sent to Al Rajhi Academy
- 3-7-5 Compensation shall be made for the costs of the program (3 levels each year for English language courses) a maximum of 4,000 SAR only if the employee has successfully completed the program, and his absence does not exceed 10% of the time the program.



3-8 Conditions to attend training courses for Bank's employees:

- 3-8-1 The training course must be part of the employees development plan.
- 3-8-2 The employee should not have previously attended the same program or session.
- 3-8-3 The training should be specifically related to the job, and in conformity to the training plan in the career ladder.
- 3-8-4 The training expenses should be within the limits of the group's approved budget.
- 3-8-5 The number of training days must not exceed the duration that has been agreed upon with the employee's department.
- 3-8-6 The mandatory training will be available to all employees.
- 3-8-7 The attendance of training sessions requires the prior approval of the authorized person.

3-9 Nomination and Approval:

- 3-9-1 The employee's participation in any training / conference or seminar shall be by nomination and the procedures followed by Al Rajhi Academy is subject to the approval of the concerned person.
- 3-9-2 In the case of employee participation in any training / conference or seminar without following the nomination and approval procedures carried out by Al Rajhi Academy, the Bank shall not be obliged to pay for the cost of training / conference or seminar and related expenses and the concerned employee is bound to pay for them.

3-10 Expenses during the training:

- 3-10-1 During the training period, the Bank bears the cost of accommodation, living, and transportation to and from the place where the training is held if it is deemed necessary and in accordance with **the Business Travel Policy**.

3-11 Absence during the training program:

- 3-11-1 The employee under training is not allowed to be absent from training for any reason, except in cases of extreme emergency and based on an acceptable justification.
- 3-11-2 In this case, the employee must notify Al Rajhi Academy immediately by telephone, fax, mail, SMS or any other means.
- 3-11-3 If the absence of the employee is more than **10%** of the duration of the training course, he will not be eligible for a certificate for the training course.
- 3-11-4 In cases where the employee is absent more than **15%** of the training course time, without an acceptable excuse, this requires **the approval of the authorized person** before being scheduled to attend a future training course through the training and development program at Al Rajhi Bank.

Performance Management:

1. Performance Management System.
2. Performance Measurement.
3. Policy for Consistent Poor Performance.



1. Performance Management System:

The Performance management system at the Bank has been designed and implemented to reach the annual strategic objectives of the Bank's performance of the groups and individuals in all parts of the Bank and also aims to build a clear, transparent and objective performance management process. The performance management system also seeks to promote and support the efficiency and productivity through the use of employee evaluation cycle to identify and document the employee's strengths and development needs.

The Bank's performance management system is designed specifically to connect **the four main** components of banking operations management:

- 1- The annual strategic objectives that are developed for the performance of the Bank.
- 2- The individual and group goals of performance.
- 3- The performance evaluation to measure the achievement of those goals.
- 4- The Bank programs for the rewards and appreciation.

1-1 Balanced Scorecard:

This system uses the Balanced Scorecard method, which identifies four key areas that must develop the individual and group goals: 1) Financial Performance, 2) Customer Service, 3) Processes, and 4) People Development.

1-2 The evaluation categories defined to assess the employee's performance according to the goals are as follows:

1-2-1 The Financial Goals are:

1-2-2 The Non-Financial Goals are:

1-2-2-1 Exceptional performer (5):

An evidence of **Exceptional** performance that exceeded non-financial performance indicators. A performance that clearly stands among the coworkers in the same work unit, and not only among their team, and is likely to be seen as an exceptional effort resulting in a significant positive change at work. The employees in this category have achieved impressive results by consistently show core competencies, capabilities and necessary behaviors for the role, and are seen as role models by their peers.

1-2-2-2 Outstanding Performer (4):

An evidence of an **Outstanding** performance in consistently achieving the non-financial goals, and their performance will be significantly stronger than peers. The employees in this category not only achieved the expected results, but also achieved the appropriate competencies, as well as the abilities and behaviors through consistent demonstration of the right behaviors.

1-2-2-3 Strong performer (3):

Meeting expectations in achieving the non-financial goals, and contributing to the overall success and understanding of their departments. The employees in this category demonstrate appropriate



skills, abilities and behaviors to achieve results, but they may still need development in certain limited aspects of their jobs.

1-2-2-4 Average Performer (2):

An evidence of poor performance in achieving the non-financial goals (meets the minimum requirements only). Maybe in some cases meeting the specific goals, but the contribution of the individual is not as strong as is the case with other team members. The employees in this category may need to organized support / training / guidance and / or training in specific skills, abilities and behaviors.

1-2-2-5 Poor Performer (1):

An evidence of the weak and poor performance and failure to achieve a large number of non-financial goals (does not meet the minimum requirements of the job), and the performance is still behind most of his colleagues. Important issues are related to the capabilities and behavior and / or commitment to work. The employees in this category should be placed for a limited period of time in a Performance Improvement Program (PIP) to avoid and correct deficiencies or face dismissal from work.

1-3 Natural Distribution Curve Application for the evaluation of employees:

- 1-3-1 Al Rajhi Bank requires that the distribution of personnel evaluation is based on the **NDC** for the performance.
- 1-3-2 The use of the **NDC** applies to the overall evaluation across the Bank and may vary based on the Group's performance and the size of the group.
- 1-3-3 There are no specific mandatory percentage for the evaluation (Strong performer).
- 1-3-4 The employees are not included in the **(NDC) in the following cases:**
 - 1-3-4-1 The employees with grade **15** and above and grade **1** at the head office, but their performance will be evaluated.
 - 1-3-4-2 The employees who joined after Sept. **30**.
 - 1-3-4-3 The employees whose services are ended and their last work day was prior to **1 January**.
- 1-3-5 The transferred employees from other divisions or groups, or one of the subsidiaries of the Bank are included in the **(NDC)** of the division to which the employee is transferred.
- 1-3-6 The curve **(NDC)** is deemed as final upon the application of the evaluation categories specified for the performance evaluation according to the financial or non-financial goals.
- 1-3-7 The **NDC** may vary from time to time.



1-4 Performance appraisal system and career enhancement:

Al Rajhi Bank is currently using the performance appraisal system and career enhancement to support the automation of the performance management process.

1-5 Establishing the performance goals:

1-5-1 Each year and in the fourth quarter, performance planning for next year is started and this process involves identifying the objectives of the Bank and its criteria and adjustment of goals, and determining the group goals based on an action plan and the agreed strategic goals.

1-5-2 In the month of January of each year, the employee performance is planned.

1-5-3 Each employee is required to establish key performance indicators whose performance is measured against them.

1-5-4 The key performance indicators must be linked and their contribution to achieve the highest grades of the main results at the grade of department or group.

1-5-5 The main results and key performance indicators must be expressed as SMART goals (specific, measurable, attainable, relevant, and time frame) must be possible to achieve and measure in terms of quantity, quality or time limits.

2. Performance Measurement:

It is necessary to record, recognize and reward employee performance in accordance with their achievements in relation to the goals specified in the balanced scorecard (which is determined at the beginning of the year). This policy aims to provide clarity regarding the roles and responsibilities of the managers and the employees in the performance appraisal process. Once determining the objectives of the Bank, the Group and the employees for the performance, the overall performance is reviewed on a regular basis and reports its evaluation.

2-1 Performance Measurement Criteria:

2-1-1 The performance year begins from **January 1** to **December 31** of each year.

2-1-2 As for the employees who joined as of **Oct. 1**, their performance is not evaluated.

2-1-3 The employees who are transferred from other divisions or groups, their performance is assessed by the current direct manager (the division to which he/she is transferred).

2-1-4 The performance of employees transferred from the Bank's subsidiaries is evaluated by current direct manager (division to which he/she is transferred) and it is required to complete three months of continuous service minimum during the performance year.

2-1-5 The employee returning from sick, maternity/paternity or unpaid leave, the performance is evaluated subject to the completion of three months



of service minimum during the performance year without counting the days of the leave.

2-2 Performance reviews in the middle of the year:

2-2-1 A formal review must be performed by the direct manager in the middle of the year as part of performance management.

2-2-2 This review should include a systematic review of the employee performance against the key goals, and identify training and development needs and administrative requirements to compensate for any lack of skills or knowledge that affect the achievement of the goals, and the goals can be adjusted as needed.

2-3 Year-End Review and Performance Evaluation:

In December, the direct managers will be required to conduct a formal review of the performance of the employee and conduct an appraisal discussion with the employee.

3. Policy for the Continued Poor Performance:

The poor performance policy aims to **(organize the method of dealing with)** the employees who performance is below the standard **(required)** in their jobs, **(aiming to support them in uplifting their competencies and to motivate them to achieve the required performance standard)**. This applies to all full-time employees.

3-1 Under Performance Definition:

The following scenarios represent underperforming situation which are represented by this policy:

3-1-1 Not achieving the agreed goals and targets.

3-1-2 inconsistency in showing skills, and capabilities required for the job

3-1-3 Weak concentration on work. Above three scenarios are subject to a monthly or quarterly assessment for the employee

3-1-4 In case the employee gets **(Average Performer)** or **(Poor Performer)** for consecutive 2 years.

3-2 Duties and responsibilities of the Direct Manager:

3-2-1 Ensure the identification of appropriate goals and performance requirements and communicate them to the employees.

3-2-2 Evaluate the employee performance continuously with support and guidance and encourage an open and frank dialogue.

3-2-3 Take appropriate action that assures the achievement of this target, and to address with performance according to this policy.

3-3 Duties and responsibilities of the Performance Manager:

3-3-1 Communicate the policy and procedures.



- 3-3-2 Provide advice to all managers on all aspects of the policy and procedures in order to make sure they adhere to them in a fair and effective manner.
 - 3-3-3 Advise the employees on all aspects of the management of the policy and procedures for poor performance.
 - 3-3-4 General Supervision and control of overall poor performance and take appropriate actions to assure the achievement of this policy.
- 3-4 Direct responsibilities on applying this policy:**
- 3-4-1 In case of having any of the underperformance scenarios of the employee during a period of time, the direct manager must do the following progressive steps to make sure that the employee has the opportunity to discuss and correct his performance.
 - 3-4-2 The line manager is responsible to verify that any of underperformance scenarios happens, any higher manager has the right to this verification.
- 3-5 Step 1: First Written Warning:**
- The Direct Manager should issue the first written warning letter to the employee and must engage in a constructive discussion with the employee to cover **the following topics:**
- 3-5-1 Reason for the warning.
 - 3-5-2 Performance standard required that employee did not meet.
 - 3-5-3 Discuss the reasons that makes the employee unable to achieve this standard.
 - 3-5-4 Put a clear and reasonable monthly action plan that does not exceed the period of 3 months that does not contradict with the annual KPI of the employee.
 - 3-5-5 Inform the employee that if his performance does not improve within a period not exceeding three months that he has breached the obligation required from him according to the contract and further written warning will be issued to him.
 - 3-5-6 A summary of the discussion is documented with the warning submitted by the Manager in a letter to be signed by the employee and is placed in the human resources file of the employee along with the delivery of a copy to the employee.

The line manager should during the above mentioned period to Counsel the employee can be provided to assist in overcoming pass any obstacles or problems that could be the cause of the poor performance.

- 3-6 Step 2: Second Written Warning:**
- At the end of the above mentioned period the line manager should evaluate the employee and in case of an employee fails to respond to the previous warning and achieve the required performance and within thirty days from the end of the specified period, the Direct Manager must do **the following:**



- 3-6-1 Issue a written warning letter to the employee according to the instructions and regulations.
- 3-6-2 Meet with the employee to discuss the cause of the warning and the required level of performance and how the employee can meet this criterion.
- 3-6-3 The employee is given a reasonable opportunity to discuss the issues that are raised and the employee is informed that if his performance does not improve within a specified period, he/she may be subjected to other disciplinary action.
- 3-6-4 A summary of the discussion is documented with the warning submitted by the Manager in a letter to be signed by the employee and is placed in the human resources file of the employee along with the delivery of a copy to the employee.
- 3-6-5 The line manager agrees with the employee the required actions to enhance his performance and achieve his targets and the criteria required for the performance and agree on a date for the next assessment within a month.

3-7 Step 3: Third Written Warning:

- 3-7-1 After the end of the agreed due date and in case the employee did not meet the required performance the Manager must issue the third written warning within thirty days from the end of the period specified previously following similar procedure for the second written warning shown above in step 2.
- 3-7-2 When the written warning is issued, the Manager must take into account **the following:**
 - The period of time allocated to the employee to give him the opportunity to demonstrate improved performance must be appropriate.
 - The consequences of failure to improve the performance of the employee must be clarified, such as "failure to achieve your goals / improve your performance during this period may lead to further disciplinary action and ending the employee contract" and determining a period of time to improve performance.

3-8 Step 4: Termination of the contract:

If there is no improvement in the performance of the employee despite the penalties as per the above steps, the employee shall be referred to Human Resources for investigation which may lead to termination of the contract.



Employee Compensation and Benefits:

1. Salaries.
2. Allowances.
3. Benefits.
4. Merit Increase.
5. Incentive Policy.
6. Variable Bonus Policy (Performance Bonus).



- The bank's compensation philosophy is derived from a commitment to attract, retain, develop, motivate and equitably compensate employees of the highest caliber and talent in recognition to their relative contribution in effectively conducting the business of the bank and in achieving the bank strategic goals.
- The bank seeks to provide employees with a compensation package that consists of base salary and allowances that are competitive with those provided by comparable organizations for similar levels of duties and responsibilities.
- The bank compensation package is built towards rewarding performance, managing risk, adherence to the Risk Management Framework, implementation and adherence to the Internal Control Framework, and compliance with the regulatory requirements.

1. Salaries:

1-1 Basic Salary:

- 1-1-1 The basic salary is defined based on the circumstances specified for each measurable job and the salary circumstances are defined through the assessment of job relative to the prevailing market rates for each job and also to the academic qualification and practical expertise of the employee.
- 1-1-2 If the basic salary is stopped if not yet due, all allowances payable to the employee will be stopped.

1-2 Payment of salaries:

- 1-2-1 The monthly salary will be paid on the twenty fifth day of each Gregorian month and in Saudi Riyals, if that date falls on an official holiday, the salaries are paid on the last work day preceding the holiday.
- 1-2-2 The salaries or any financial payments related to the employee shall be paid to his account in the Head Office Branch (500) of the Bank.

2. Allowances:

2-1 Housing Allowance:

- 2-1-1 The Bank shall pay to the employees a (25%) housing allowance of the basic salary if housing is not provided in kind by the Bank.
- 2-1-2 Housing allowance for non-Saudis can be paid in advance of three basic salaries upon his joining to the bank in the first year which will be fully recovered within 12 equal monthly payroll deductions.
- 2-1-3 Housing allowance for non-Saudi can be paid in advance annually of one and half basic salary only starting from the second year for grades (13 to 18).

2-2 Transport Allowance:

- 2-2-1 The Bank shall pay for the employees each month a transportation allowance based on the job grade, as follows:



Grade	Head office and Branches (SAR)
13 to 16	2,500
11 - 12	1,800
8 - 10	1,000
5 - 7	800
1 - 4	500

- 2-2-2 The transportation allowance for the CEO, DCEO, and District Managers of the Bank branches shall be paid **3,000** Riyals per month, noting that it is linked to the job only.
- 2-2-3 The transportation allowance for the District Managers of Tahweel Al Rajhi shall be paid **2,500** Riyals per month, noting that it is linked to the job only.
- 2-2-4 The transportation allowance for branch employees on grades **8, 9 and 10** shall be paid **1,400** Riyals per month, noting that it is linked to the job only.
- 2-2-5 The transportation allowance for the Center Managers of Tahweel Al Rajhi Centers shall be paid **1,400** Riyals per month, noting that it is linked to the job only.
- 2-2-6 The head office shall include the regional offices.
- 2-2-7 The employee is not eligible for getting a transportation allowance if the transportation is provided by the Bank.
- 2-2-8 The transportation allowance shall not be stopped during the leaves with pay.
- 2-2-9 The employees assigned with higher job duties shall receive the higher transportation allowance during their assigned period.

2-3 Cash Handling Allowance:

- 2-3-1 The Bank shall pay to its employees a monthly cash handling allowance based on the following jobs:

Job	Allowance Amount (SAR)
Operation Manager (Branches / Tahweel Al Rajhi / Cash Centers).	900 Maximum
Senior Teller (Branches / Tahweel Al Rajhi / Cash Centers)	1,300 Maximum
Teller (Branches / Tahweel Al Rajhi / Cash Centers)	500

- 2-3-2 The employees assigned with the tasks of one of the above jobs receive the allowance during the period of their business travel.



2-4 Shift Allowance:

- 2-4-1 The Bank shall pay to the employees a monthly shift allowance of **(500) Riyals** for the jobs that require work according to the shift system
- 2-4-2 The employees assigned to work according to the shift system receive the allowance during the period of their business travel.

2-5 Internal Auditor Allowance:

The Bank shall pay each monthly an Internal Auditor Allowance of **(1,100) Riyals** to the internal auditors working on an ongoing basis in the field and constant travel to visit the branches outside the head office and to the employees assigned to this job.

2-6 Self – Supervision Unit Allowance:

The Bank shall pay each month a Self – Supervision Unit Allowance of **(2,000) Riyals** to all employees in that unit, as follows:

- 2-7-1 The Self – Supervision Unit Allowance is not paid during the leave and Public Holidays
- 2-7-2 Upon a change in the job, the Self – Supervision Unit Allowance shall stop.
- 2-7-3 Self – Supervision Unit Allowance will not be included in the end of service benefit

2-7 On-call Allowance:

The Bank shall pay On-call Allowance to the employees who are on grade **12** and below and required to ensure that their means of communication are open (available) to deal with any emergency situation or are called to work **after a previous consent of the authorized person.**

- 2-6-1 The allowance shall be paid monthly for the actual days scheduled to stay on call on a pro-rata basis, **as follows:**

Grade	Allowance Amount (SAR)
All employees with grade 10 and less	500
All employees with grade 11 - 12	1,000

- 2-6-2 Keeping the mean of communication with the bank available at specific times by the employee does not mean that he is at work or fully dedicated to the work or ready to work and the policy is not understood in this way in any case.
- 2-6-3 This policy does not breach or affect the right of the Bank as stipulated in the Labor law and employment contracts with the employees for work assignment outside the official working hours.
- 2-6-4 In addition to the on call allowance, the employee shall be entitled to compensation in the event of his assignment and attending to place of work according to the overtime policy.



2-6-5 This policy does not breach the right of the Bank to penalize the employee who refuses to come to work or refuses being assigned with overtime work in accordance with the list of violations and penalties as approved by the Bank.

2-8 Field Allowance:

The Bank shall pay a monthly allowance equivalent to the transportation allowance commensurate with job grade of the employees who are required to use their personal vehicles to do the job tasks that involve regular field duties for the **grade 12** or below, **as follows:**

2-7-1 The field duties include but are not limited to, any of **the following criteria:**

- The employee should spend at least half of the working time outside of his permanent office
- An employee who has to visit several sites during the work day.
- An employee who works at several sites for short periods.

2-7-2 The field allowance is paid in addition to the normal transportation allowance.

2-7-3 The field allowance covers the costs of official and field transportation and will not be included in the end of service benefit, and only the basic transportation allowance shall be taken into account in the end-of-service allowance according to the grade.

2-7-4 Employees eligible for sales incentives or Internal Auditor Allowance, will not be eligible for the Field Allowance

2-7-5 The field allowance is not paid during the leave and Public Holidays.

2-7-6 Upon a change in the job, the field allowance shall stop, except if the new job requires field work.

2-7-7 The grant of allowance requires the consent **of the authorized person.**

2-7-8 In case of changing jobs within the division or group, the human resources must be notified thereof.

2-9 Female Uniform:

The Bank shall pay to the female employees each year a lump sum of **SR 1,500** in the first of July for the previous year of the employees who are still working as a pro-rata basis, and this allowance will not be calculated as part of the end of service benefit.

2-10 Ramadan and end of year bonuses:

2-9-1 The Bank shall pay to the full time employees a Ramadan bonus of one month's basic salary per year.

2-9-2 The Bank shall pay to the full time employees an end of year bonus of one month's basic salary per year.



- 2-9-3 The two bonuses are paid on a pro-rata basis per month with the monthly salary.
- 2-9-4 The employee shall not be entitled to the above bonuses for any period in which no salary is paid.

2-11 Overtime:

The Bank employees in **grade 12** and below are compensated with overtime payment for overtime hours performed as per labor law **after getting a previous approval of the authorized person, as follows:**

- 2-10-1 All hours of work in the holidays are deemed as overtime.
- 2-10-2 The employee who does overtime work for another division must get the approval of his division to do so
- 2-10-3 The working hours during any normal day should not exceed three hours, or eight hours on holidays and weekends, other than what is stipulated in the labor law.
- 2-10-4 In all cases, the cost of overtime should be within the projected budget as approved for the concerned division.
- 2-10-5 The training courses, conferences, seminars, assignments, and internal and external business missions do not fall within the overtime work if done outside the official working time.
- 2-10-6 The employee can be compensated with a lieu leave upon the fulfillment of the overtime conditions, **in addition to the following:**
 - 2-10-6-1 No budget is available for overtime payment for the Division.
 - 2-10-6-2 The employee is working at the head office.
 - 2-10-6-3 grade 13 and above employees are only eligible to be compensated a lieu leave.

2-12 Nursery Allowance:

The Bank shall pay to the female employees each year a nursery allowance of SR 500 per child per month with a cap of SR 1,000 per month for their children who are aged 6 years and this allowance will not be calculated as part of the end of service benefit.

The eligibility criteria are as follow:

- 2-11-1 From return to work after maternity leave to age 6 years prorated.
- 2-11-2 Not related to employee's performance.
- 2-11-3 Excluded from end of service calculation.
- 2-11-4 Not eligible if on unpaid leave.
- 2-11-5 Female employees in grade 13 and above, have choice to take either the nursery allowance or the children education for their children aged between 5 and 6 years.



3. Benefits:

3-1 Children Education:

The Bank pays to the Saudi employees with **grade (13 to 18)** the actual cost to teach the children inside Kingdom of Saudi Arabia and for non-Saudi employees with **grade (13 to 18)** inside and outside Kingdom of Saudi Arabia for the school year for each child aged between **5 and 18** years old, **according to the following:**

Grade	Number of children	Maximum cost (SAR)
Grade (15 to 18)	three children	35,000
Grade (13 and 14)	three children	20,000

2-11-6 The Bank cover these fees, which include the registration fee, non-refundable deposit amount, expenses of books, transportation, and dress included VAT based on original invoices from the school.

2-11-7 In the event one child completes the determined age, the fees are paid on a pro-rata basis.

2-11-8 In the event the employee joins the Bank, the costs of children education are paid on pro-rata basis after passing the probation period.

2-11-9 The assigned employee shall not be entitled to be compensated for the costs of children education, except after being a permanent employee on the entitled grade. The education cost is paid on a pro-rata basis from the date of being a permanent employee.

2-11-10 In the event of the resignation of the employee during the semester, deduction will be made for what he has paid on a pro-rata basis.

2-11-11 In the event of secondment of an employee outside the Kingdom, and his family has moved with him during the semester, deduction will be made for what he has paid on a pro-rata basis.

2-11-12 No deduction is made for what the employee is paid in the event of termination of service by the Bank during the semester and deduction is made for what has been paid for the future semester.

3-2 Financing:

3-2-1 **The contract price:** It is profit rate at the time of the conclusion of the contract.

3-2-2 **Advance payment of profit:** The employee shall be exempted from the advance payment of the profit that applies to all finance products available for the Bank employees.

3-2-3 **The financing credit limit will be calculated as follow:** (basic salary + housing allowance + transportation allowance + Ramadan salary allowance + end of year salary allowance) after GOSI monthly deduction.

3-2-4 The maximum exposure (Personal Loan and Real state):



The maximum exposure (SAR)	
Saudi	5,000,000
Non-Saudi*	2,500,000

Note: subject to prevailing DBR guidelines

*subject to prevailing DBR guidelines and covered by End of Service

**The maximum exposure for non-Saudi Employees without End of Service cover will be SAR 150,000

3-2-5 Finance Eligibility:

- 3-2-4-1 The annual performance evaluation of the employee should not be less than **(3) (Strong performer)**.
- 3-2-4-2 Not to be included in the list of defaulters with the Saudi Credit Bureau Company (**SIMAH**) as this will be checked by the Credit department.
- 3-2-4-3 As for the non-Saudi employees, the total amount of the financing added by the financing profit and the Employee Fund Box Loan, if any, must not exceed the end of service benefit upon submission of the finance request with an exception for Car leasing.
- 3-2-4-4 The total deduction percentage does not exceed **(60%)** of the net salary for all kinds of finance, with the exception of the real estate financing which may go up to 65%, granted to the employee including the Employee Fund Box Loan.
- 3-2-4-5 The Bank does not compensate the employee the benefit from the difference between the contract price and the price submitted to the installments due after the date of termination of the employee services with the Bank.
- 3-2-4-6 Head office employees who have more than **two** disciplinary rulings during the last **12** months and Branches employees who have more than four disciplinary rulings during the past 12 months will not be entitled to obtain this finance.
- 3-2-4-7 Employees who have more than six **(6)** sick leave occurrences during the past **12** months will not be entitled to obtain this finance.
- 3-2-4-8 In addition to what has been mentioned above, all employees who request financing are subject to financing criteria as per Retail Credit Policy.

3-2-6 The offer for the Bank employees includes the following products:

- 3-2-5-1 Personal finance (Watani)
- 3-2-5-2 Lease to own financing system of a car.
- 3-2-5-3 Real estate financing (Saudis only).
- 3-2-5-4 Credit Cards



3-2-5-1 Personal finance (Watani)

As for the price provided to an employee who is still on the job, the total deduction percentage must not exceed (33%) of the net salary.

Repayment period (months)	Signing Rate
up to 60	1.5%

*Note: Employees are eligible for Watani 2 with a profit rate of 1.5%

	Period of Service (months)	Maximum Credit Limit (SAR)
Saudi	1*	5,000,000
Non-Saudi	6**	2,500,000

*Note; subject to eligibility criteria and prevailing DBR guidelines

* subject to prevailing DBR guidelines and covered by End of Service

**The maximum exposure for non-Saudi Employees without End of Service cover will be SAR150,000

3-2-5-2 Car leasing financing:

As for the price provided to an employee who is still on the job, the total deduction percentage must not exceed (60%) of the net salary.

Grade	Period of Service (months)	Maximum Credit Limit	Repayment period (months)	Signing Rate
All grades	1	Maximum financing limit	60	1.5%

3-2-5-3 Real Estate Financing by (for the Saudis only):



As for the price provided to an employee who is still on the job, the total deduction percentage must not exceed 65%) of the net salary.

Repayment period (Year)	Period of Service (months)	Payment Rate
1-5	3	1.5%
5-10		2.25%
10-15		2.75%
15-20		3.0%

3-2-5-4 Credit cards

- 3-2-5-5 Credit Card issuance and Annual fees will be free for all employees
- 3-2-5-6 The special monthly profit rate will be at 1.99%
- 3-2-5-7 Credit Card Installment Plans on eligible retail transactions will be at 0% profit rate up to 6 months with No minimum transaction value and No maximum number of transactions limitation.

3-3 Employee Fund Box Loan:

Since the Bank is keen to provide a suitable working environment that contributes to assist the employees in their needs and their affiliation to the Bank, the Bank provides the employee with an advance without profits (good loan) in accordance with the Employee Loan Law and its executive regulations:

- 3-3-1 The annual employee performance assessment is not less than (3) **(Strong performer)**.
- 3-3-2 As for the non-Saudi employees, the amount of the advance added by the amount of funding must not exceed the end of service benefit **(as resignation)**.
- 3-3-3 The upper limit of the grant is **(400,000) SAR**.
- 3-3-4 The advance is made according to the following:

Length of service	Limit	Payment term
One year	One month's total salary	6 months
Two years	Two months' total salary	12 months
Three years	Three months' total salary	18 months
Four years	Four months' total salary	24 months

3-4 Medical Plan:

- 3-4-1 All the employees who are on the job are covered by medical coverage and their families residing in the Kingdom (wife / husband / and children) and unmarried / divorced / widowed daughters (as per the Council of Cooperative Health Insurance). The Medicare coverage



- extends to include students who are studying full-time at a college / university in KAS after the submission of supporting documents.
- 3-4-2 No age limit is required for the sons and daughters as long as they are unable to exercise any job due to illness or healthy disability.
 - 3-4-3 The female employee must sign a statement that her husband and dependent children are not covered by any other health insurance policy.
 - 3-4-4 The employee shall pay for the expenses that exceed the specified medical coverage.
 - 3-4-5 The employees must follow the instructions set out in the guide of the health insurance program.
 - 3-4-6 In case of misuse of employee to the medical insurance card, he would be subject to the procedures of the list of offenses and penalties in the Bank.

3-5 Air ticket during the annual leave:

- 3-5-1 The Bank once a year provides non-Saudi employees and their families residing in the Kingdom of Saudi Arabia return travel tickets to their country. The age of the child should not exceed 18 years, according to functional ranked **as follows**:

Grade	Air ticket class	Family members	Exit & reentry visa
16 - 18	First	Wife and 3 children	Multiple entries during the single year
13 - 15	Business	Wife and 3 children	Single once during the single year
11 - 12	Economy	Wife and 3 children	Single once during the single year
10 and below	Economy	Wife and 2 children	Single once during the single year

- 3-5-2 The employee and his family are eligible to request air tickets as soon as the annual leave is approved, where the leave is not less **than 10** consecutive days.
An employee and his family are eligible to request air tickets as per the following:
 - 3-5-2-1 The employee may request air tickets at the beginning of every Gregorian year
 - 3-5-2-2 The new employee may request air tickets for himself and his family after spending half the duration of his contract
 - 3-5-2-3 Air tickets may only be issued once every Gregorian year



- 3-5-3 The Bank shall make the airline reservations and issue the air tickets as it deems appropriate and consistent with the annual leave of the employee, where the annual leave and tickets request must be made at least one month before the date of his flight departure.
- 3-5-4 The Bank gives the air tickets to the employee based on the nearest direct routing.
- 3-5-5 If the duration of the trip is more than **ten** continuous flying hours to a country, the employee has the right to get a **one additional day** either going or coming.
- 3-5-6 The country of the employee is the country specified in the contract.
- 3-5-7 No cash compensation shall be made for the value of air tickets during the annual leave.
- 3-5-8 The employee shall not be entitled to air tickets for the previous year if not paid at the period of eligibility.
- 3-5-9 In the event of the employee resignation before the end of the year, the Bank has right to deduct the value of the air tickets on a pro-rata basis of the employee's dues from the Bank.
- 3-5-10 In the case the employee has been terminated by the bank, he will be entitled to the value of the air tickets on a pro rata basis.
- 3-5-11 The employee whose services are ended with his eligible family are granted return tickets to his home country upon the issuance of a final exit visa.

4. Merit Increase:

It is the amount of increase to the employee's salary according to the grade of the job and the time prescribed by the Bank.

- 4-1 The decision on the increases budget is made by the Bank during the approval of the budget.
- 4-2 The approval of the plan for the increase and the increases for senior managers shall be made in accordance with the regulations of the Saudi Central Bank, which require **the approval of the authorized person.**
- 4-3 Evaluation is made on an annual basis (January - December).
- 4-4 Evaluation criteria and the amount of the increase will vary according to the Bank's compensation policy in accordance with the approval of the Board of Directors.
- 4-5 **Some additional criteria that may affect the evaluation and the value, will include:**
 - 4-5-1 Performance Rating
 - 4-5-2 Employment Start Date.
 - 4-5-3 Number of leaves taken.
 - 4-5-4 Number of warnings.



- 4-5-5 Last work day.
- 4-5-6 Date of last salary review.
- 4-5-7 The maximum annual merit increase indicated in the salary scale

5. Incentives policy:

The incentive is associated with the individual objectives of job associated with achieving the return, and the number of payments is determined by the concerned group.

- 5-1 The incentive plan is approved **by the authorized person**.
- 5-2 The goals of the employee must be specified by the manager within two months of employment.
- 5-3 Payment for new joiners is determined on a pro-rata basis based on the period of service in the relevant financial year after the completion of the plan period.
- 5-4 The assessment criteria and the value of the incentive range according to the Bank's compensation policy as approved by the Board of Directors.
- 5-5 **Some criteria of the current bonus policy that may affect the assessment and the value are as follows:**
 - 5-5-1 Performance rating / achievement
 - 5-5-2 Employment Start Date.
 - 5-5-3 Number of leaves taken.
 - 5-5-4 Number of warnings.
 - 5-5-5 The last work day
- 5-6 Employees whose services are terminated prior to the completion of the plan period shall not be entitled for any amount paid under this plan.
- 5-7 In the event of death, the heirs of the employee are paid the amount of the incentive on pro-rata basis according to the latest evaluation of him.
- 5-8 Employees who retire or who were absent with an excuse, such as sick leave, unpaid leave or maternity /paternity leave before the end of the plan period shall be entitled to receive an incentive under this plan. Their performance will be evaluated and be rewarded on a pro-rata basis based on the period of their service in the relevant financial year.
- 5-9 The employees whose services are terminated by the Bank before the end of the payment for the plan will not be eligible for any amount for that period.

6. Variable Bonus Policy (Performance Bonus):

The performance bonus shall apply for full-time employees in all grades other than the jobs associated with achieving the returns. The aim of this changing bonus plan is to ensure that the employees with the best performance at the Bank get the largest bonus compared with the employees with average or weak performance.

- 6-1 The variable bonus plan is a plan linked performance through which the performance is evaluated based on measurements of the Scorecard.
- 6-2 The bonus is paid on an annual basis.
- 6-3 The rewards and bonuses plan for senior managers is approved in accordance with the regulations of the Saudi Central Bank.
- 6-4 The performance bonus plan is approved **by the authorized person**.



- 6-5 The variable bonus plan is structured to make sure there is team spirit within the Bank.
- 6-6 The performance bonus is considered based on individual performance and the performance of the Bank.
- 6-7 The bonus amount must be paid as per the Board approval, based on the performance of the previous year.
- 6-8 The evaluation criteria and performance bonus amount will vary depending on the compensation policy as approved by the Board of Directors.
- 6-9 **Some criteria of the current compensation policy that may affect the assessment and the value are as follows:**
 - 6-9-1 Performance Rating.
 - 6-9-2 Employment Start Date.
 - 6-9-3 Number of leaves taken.
 - 6-9-4 Number of warnings.
 - 6-9-5 The last work day.
- 6-10 The employees in the higher grades will have part of their variable merit increase in the form of shares, which are invested in accordance with the compensation policy of the Bank, and according to Board of Directors' approval.
- 6-11 In the event of death, the bonus amount is paid the heirs of the employee on a pro-rata basis according to his last evaluation.
- 6-12 The employees who receive incentive are not eligible for a performance bonus and vice versa.
- 6-13 The employee who moves from incentive to performance bonus or vice versa is eligible for a bonus on a pro-rata basis.
- 6-14 **There are two prerequisites that must be for the payment of the bonuses, and the employee is not eligible for any bonuses under the variable bonus plan in the absence of these conditions:**
 - 6-14-1 Al Rajhi Bank should achieve at least 90% of its objectives.
 - 6-14-2 The employee must obtain an evaluation of **(3) (Strong performer)** at least in his Balanced Scorecard.



Leaves:

1. Annual Leave.
2. Public Holidays.
3. Sick leave.
4. Maternity Leave.
5. Paternity Leave.
6. Hajj Leave.
7. Examination Leave.
8. Marriage Leave.
9. Death Leave.
10. Idda Leave.
11. Child Companion Leave.
12. Relocation Leave.
13. Unpaid Leave.
14. English Study Leave.
15. Voluntary Works Leave.



1. Annual leave:

1-1 The balance of the annual leave:

- 1-1-1 The employee shall be entitled for **26** working days as a balance of annual leave per year.
- 1-1-2 The employee who did not complete six months is entitled to annual leave, according to the actual eligibility, and these days are settled with the annual leave.
- 1-1-3 The employee is not eligible for annual leave for the period in which there is an unpaid leave.
- 1-1-4 For the purpose of all the provisions under this policy, the calendar year will apply from **January 1** until **December 31**, and the employees who join during the calendar year will be eligible for a leave on a pro-rata basis.

1-2 Scheduling and planning of annual leave:

- 1-2-1 The annual leave should be planned and approved in advance by the authorized person.
- 1-2-2 Each employee must enjoy at least 10 consecutive days of annual leave in the year.
- 1-2-3 The shorter duration an employee can enjoy from the annual vacation is **a half-day**.
- 1-2-4 In the event an employee has enjoyed a leave prior to its approval, it shall be deemed as an absence from work and disciplinary action will be taken in this regard according to the list of offenses and penalties as approved by the Bank.

1-3 Transferring the balance of the annual leave:

- 1-3-1 It is allowed to transfer a maximum of 10 days of leave to the following year, but the employees who have not completed one year will be allowed to transfer the entire outstanding balance of their leave to the following year.

1-4 Working during the period of annual leave:

- 1-4-1 All authorities and accesses will be suspended for a branch employee and it is not permissible for an employee to engage in work in the Bank during the enjoyment of the leave, and in the case of non-compliance with this requirement by the employee, the Bank is entitled to take disciplinary action in this regard against him according to the list of offenses and penalties as approved by the Bank.

1-5 Cutting the annual leave short:

- 1-5-1 No employee may cut the annual leave short and return directly to work before the end of the leave.
- 1-5-2 In exceptional cases and after prior **approval of the authorized person**, and as a result of the emergency working conditions, the Bank may request the employee after taking consent to return to work before the



end of leave (cutting short the annual leave). In this case, the employee's unused days of leave are added to the period of leave. It may be allowed for the employee to continue on leave if the employee stays for sufficient time after the emergency situation. In the latter case, the employee is compensated for the air tickets to come and return to the place of vacation if the employee was spending the vacation outside of the work region and **in accordance with the business travel policy** of the assignment.

1-6 Extension of the annual leave:

- 1-6-1 It is allowed to extend the annual leave after the prior consent **of the authorized person**.
- 1-6-2 The period of extended leave is dealt with in the event of no balance of annual leave **in accordance with the policy of unpaid leave**.

1-7 Weekend and public holidays during the annual leave:

- 1-7-1 If the weekend or public holiday falls during the period of annual leave, it is not counted as part of the period of annual leave.

1-8 Failure to start work after the end of the annual leave:

- 1-8-1 Any employee who does not start work immediately after the leave will be subject to disciplinary action in accordance with what is stipulated in the list of offenses and penalties or the termination of services depending on the circumstances of each case. It is the responsibility of the related managers of the departments and supervisors to immediately inform the human resources of these cases.

1-9 Monetary compensation for balance of annual leave:

- 1-9-1 No monetary compensation shall be made for the on the job employees for the annual leave balance.
- 1-9-2 The Bank shall compensate the employee whose services are terminated with monetary compensation for the balance of the annual leave as part of the final settlement.

1-10 Advance annual leave salary:

- 1-10-1 At the request of the employee, the salary of the leave can be paid in advance before **15** days from the start date of the annual leave, provided that it not less than 10 working days.

2. Public Holidays:

- 2-1 The employees are entitled to paid leave on the public holidays, which include (Eid Al-Fitr, Eid Al-Adha and National Day) and the duration of these holidays are determined by the Saudi Central Bank.
- 2-2 The employees who work during the public holidays are eligible for compensation based **on the overtime policy**.



3. Sick leave:

- 3-1 The employee who is absent from work due to illness or injury to be proved by official medical report is eligible to a sick leave during the year as per the labor law and **as follows:**

number of days	Amount of salary due
First thirty days	Full pay
Next sixty days	Three quarters of the pay
Next thirty days	No pay

- 3-2 The employee must notify immediate supervisor on the first day of absence and this does not require prior the consent.
- 3-3 The medical reports must be issued by accredited medical bodies as approved by the Bank.
- 3-4 The medical reports issued from outside Saudi Arabia must be attested by the Saudi Embassy.

4. Maternity Leave:

- 4-1 The female employee has the right to maternity leave with a full pay for a period of ten weeks which can be distributed as she likes; it is started with a maximum four weeks before the expected date of birth. The expected due date of the birth is determined under medical certificate to be attested by an accredited health institution by the Bank, and it is prohibited for the female employee to work during the six weeks immediately following the birth.
- 4-2 The female employee has the right to extend the leave for a period of one month as unpaid leave.
- 4-3 In case of procreation a sick baby or a baby who has special needs and his case required a continuous companion, the female employee has the right to take a fully paid one-month leave starting from end of maternity leave and she has the right to extend the leave for a month as unpaid leave.
- 4-4 The female employee has the right after the maternity leave to feed her child during the work period and this period is calculated as part of the actual working hours.

5. Paternity Leave:

- 5-1 The employee is entitled to a **three working days** of paternity leave with pay after the submission of the related supporting documents, provided that it is taken within one week from the date of birth and it cannot be postponed.

6. Hajj Leave:

- 6-1 The Muslim employee is entitled once during his service at the Bank for a Hajj Leave of **(5) working days** with pay, provided that it is combined with the holiday of Eid Al-Adha and after the submission of the supporting documents.
- 6-2 The employee must have spent in the service of the Bank two years or more.
- 6-3 The Bank may determine the number of employees who are granted a Hajj Leave each year based on the work requirements.



7. Examination Leave:

- 7-1 The employees who is continuing their education at one of the educational institutions or entities within KSA is entitled for an examination leave on the day of The actual exam day and the previous day till for the final semester exam.
- 7-2 The educational institution must be recognized in the KSA.
- 7-3 The examination leave is granted for end-of-semester examinations and it does not include exams of the summer semester.
- 7-4 The examination leave is only granted for the non-repeated academic year.
- 7-5 The Bank must be provided with the schedule of exams and a certificate of attendance for the exams.
- 7-6 Obtaining the educational qualification does not oblige the Bank to revise the employee's salary or promote him, but it is taken into account for preference for higher job.
- 7-7 The examination leave is obtained after the prior consent **of the authorized person** to continue the study.

8. Marriage Leave:

- 8-1 The employee when getting married for the first time is entitled for a marriage leave for a period of **(5)** working days after the submission of supporting documents, provided that it is taken during the marriage period.

9. Death Leave:

- 9-1 The employee is entitled for a death leave for a period of **(5)** working days in the case of the death of a family member of the first or second degree after the submission of supporting documents, provided that the leave starts on the date of death.
- 9-2 The date of granting a death leave may be calculated by Human Resources in the event that a death occurs outside the Kingdom of Saudi Arabia after providing the supporting documents.

10. Idda Leave:

- 10-1 The female employee whose husband has died is entitled for a paid leave for **(130)** calendar days after the submission of supporting documents provided that the leave starts on the date of death as per the Saudi Labor law.

11. Child Companion Leave:

- 11-1 The female employee in case one of her children is admitted to the hospital, or in an emergency, with **age 12 years** and younger is entitled for a companion leave for a period of **5** working days maximum per the calendar year after providing the supporting documents.

12. Relocation Leave:

- 12-1 The employee is entitled for a relocation leave of **(5)** working days with pay to move to the new location that calls for travel to prepare for housing and family



requirements, provided that he takes it before starting work at the new location.

- 12-2 The relocation leave is granted to the employee if the relocation is based on the interest of work and at the request of the Bank.

13. Unpaid Leave:

- 13-1 The employee is entitled for an unpaid leave for a period not exceeding **6 months**, for reasons that convinced the Bank and after the prior **approval of the authorized person**.
- 13-2 The employee must exhaust the balance of the annual leave before enjoying an unpaid leave.
- 13-3 The employee must deposit an amount equivalent for the leave period to cover any financial obligations due from each month, including social insurance deduction rate in the salaries account at the head office branch.

14. English Study Leave:

- 14-1 The employee is entitled for an unpaid English study leave for a period not exceeding **(6)** continuous months after the prior consent **of the authorized person**.
- 14-2 The length of service of the employee in the Bank should not be less than two continuous years.
- 14-3 It is granted only one to the employee during the period of work in the Bank.
- 14-4 It should not be linked with any other unpaid leave before or after.
- 14-5 The employee must submit all the documents that prove the acceptance.
- 14-6 The employee must get a minimum score of **350** in the **TOEFL** test or **2.5** in the **IELTS** test.
- 14-7 The employee must bear the costs of the course.
- 14-8 The employee must deposit an amount equivalent for the leave period to cover any financial obligations due from each month, including social insurance deduction rate in the salaries account at the head office branch.

15. Voluntary Works Leave:

- 15-1 The employee is entitled for leave on the hours spend to do one of the voluntary works during work days as per community services department approved plan once a year.



Business Travel (Business Trips):

- 1- Air Tickets and Accommodation for the Business Travel.
- 2- Travel Expenses of the Business Travel.



1. Air Tickets and Accommodation for the Business Travel:

- 1-1 The employee who is assigned to an official mission for the Bank is entitled for an air ticket and accommodation, **as follows:**

Grade	Ticket class	Hotel class	Room	Car Rental (SAR)
16 - 18	First class	5 stars	Regular room	400
13 - 15	Business class	5 stars	Regular room	300
11 - 12	Economy class	5 stars	Regular room	200
10 and below	Economy class	4 stars	Regular room	200

- 1-2 The accommodation of the work team on business trip will be upgraded on the basis of the highest class within the team to enable the team to stay at the same hotel.
- 1-3 The air ticket of the business trip will be upgraded in the Kingdom of Saudi Arabia in emergency situations and in the absence of such class due to the assignee when traveling.
- 1-4 The Bank give the air tickets to the nearest direct routing.
- 1-5 The employee who is assigned with official mission for the Bank to a work area that has no airport or whose nature of the mission requires transfer through multiple cities and use of his own car worth shall be entitled for (0.50) half riyals for each kilometer in lieu of an air ticket, and the Bank shall not assume any responsibility for any accident or damage to the car or to the passengers.
- 1-6 The employee who is assigned with official mission for the Bank to a work area that has no airport or whose nature of the mission requires transfer through multiple cities and rents a car from the city where he is assigned, he will be paid for the rental of the car daily in addition to the actual cost of the excess kilometers and fuel, and it is required to submit the lease contact and the original invoices.
- 1-7 There is no monetary compensation in lieu of the air tickets for international flights for the assignment.
- 1-8 The monetary compensation in lieu of the air tickets for is possible for domestic flights and flights to the Gulf Cooperation Council (GCC) for the assignment.
- 1-9 The air tickets for the assignment, accommodation and the living for a relative of the female employee (MAHRAM) are covered for international assignments and excluding GCC countries and the Bank has the right to request any identification documents for the MAHRAM.

2. Travel Expenses for the Business Travel:

- 2-1 **Assignment outside of the work area requiring overnight stay:**

2-1-1 The employee in grade (12) and below who is assigned with an official mission for the Bank and requires **overnight stay outside the area of work** is entitled for a daily per diem for all the expenses incurred from the



work assignment (living, accommodation, transportation, petty expenses) **are as follows:**

Grade	Daily Per diem	
	Inside the Kingdom	Outside the Kingdom
12 and below	600 SAR	900 SAR

2-2 Assignment outside of the work area not requiring overnight stay:

2-2-1 The employee in grade (12) and below who is assigned for an official mission for the Bank and **does not require overnight stay outside the area of work at a distance of not less than 80 km** is entitled for a daily per diem for all expenses that are due to the work assignment (living, transportation, petty expenses) **are as follows:**

Grade	Daily Per diem	
	Inside the Kingdom	Outside the Kingdom
12 and below	300 SAR	450 SAR

2-3 In the event the living / transportation/ accommodation are provided by the Bank, the per diem of the work assignment and the employee compensation is reduced as follows:

Expenses	Per diem reduction rate for the assignment
Accommodation	40%
living	20%
Transportation	20%

- 2-4 The Bank compensates the employee for the other work related expenses that are not borne during the performance of the assignment during an official mission.
- 2-5 The employee must submit the original of the invoices and documents and send a claim within one month from the date of the assignment.
- 2-6 The employee is not entitled for a per diem or an air ticket if the business mission assigned to the employee is covered entirely by the Bank or a third party.
- 2-7 The Bank bears the expenses of entry visas to the country to which the employee is assigned consistent with the period of the assignment.
- 2-8 The employee compensation for work assignment expenses requires **the approval of the authorized person.**
- 2-9 **The employees in grade (13) and above** will be compensated based on the actual invoices as per air tickets and accommodation for the business travel policy after sending the original invoices. The employee can be compensated with a maximum **100 SAR** for a day without invoices for any expenses during the business travel.



Transfer:

1. Conditions of Transfer.
2. Relocation Expenses.
3. Transfer from / to the Bank's Affiliated Companies.



1. Conditions of Transfer:

The transfer of an employee is a lateral movement for an employee from one position to a different position within the same grade. It is used as part of the Talent Management department strategy where it offers an employee exposure to different business areas.

A transfer request will take into consideration the following:

- 1-1 The presence of a vacant job in the place of transfer.
- 1-2 The consent **of the authorized person** for the transfer.
- 1-3 Must demonstrate the capabilities required for the new position as per the Talent department guidelines.
- 1-4 A transfer requested by an employee will only be considered after the employee has served a minimum of 24 months in his current position. Any exception to this will be considered in alignment with his line manager.
- 1-5 In the event of a transfer to a higher grade, the criteria contained in the promotion policy shall apply.
- 1-6 In the case of internal transfer, such as job rotation within the group, the availability of a vacant job is not required, provided that the rotation is within the approved number of jobs for the group.
- 1-7 Employees transferring to a job that requires guarantee/ bond will still be required to provide the guarantee/ bond as per recruitment terms.

2. Relocation Expenses:

- 2-1 All transfer expenses shall be charged to the Division to which the employee is transferred.
- 2-2 The Bank shall compensate the employee for transfer expenses in the event of the transfer is made at the request of the Bank and leads to a change in place of residence, **after the approval of the concerned person, as follows:**
 - 2-2-1 Housing:**
 - 2-2-1-1 The employee and family are provided with accommodation in a hotel as per the policy of the assignment (spouse and 3 children) and up to a maximum of **14** days.
 - 2-2-1-2 Payment of the actual expenses for the transfer of personal luggage within the Kingdom or the employee is compensated with one month's basic salary, whichever is the lowest.
 - 2-2-2 Air Tickets:**
 - 2-2-2-1 The Bank shall compensate the employee for the value of air ticket upon the transfer in accordance with the policy of the assignment.
- 2-3 The Bank shall compensate the employee whose is recruited from outside the Kingdom of Saudi Arabia **for the following expenses:**
 - 2-3-1 Airline ticket **as per the Business Travel Policy** at the time of the conclusion of the contract or the travel expenses in any other way that does not exceed the price of the airline ticket.



- 2-3-2 Expenses related to the transfer of personal luggage will be reimbursed for grades (13 to 18) to the employee up to the sum of (10,000) SAR or the actual cost of the container (20) feet, whichever is less.
- 2-3-3 A mean of transport shall be provided and the new employee shall be received from the airport to his place of residence.
- 2-3-4 Accommodation is provided for a period of (21) days, and (3) meals a day in a hotel or a furnished apartment with the provision of transportation in case needed.
- 2-3-5 The employees of the transfer centers are compensated with a sum of money (250) Riyals for each day for a period of (21) days, allocated for (housing, living and transportation)

3. Transfer from / to the Bank's Affiliated Companies:

- 3-1 The transfer is subject to the existence of a vacant job to which the employee is transferred.
- 3-2 The non-Saudi employee must spend the statutory period as set out by the Ministry of Labor for the transfer of sponsorship.
- 3-3 The employee service is deemed continuous, except in cases as determined by the Human Resources.
- 3-4 In the event of the job transfer to a higher grade, the criteria contained in the promotion & acting policy shall apply
- 3-5 The transfer requires the prior consent of the authorized person.



International Assignments:

1. Basic Principle.
2. Basic Salary.
3. Cost of Living Allowance.
4. GOSI/ Host Country equivalent.
5. Housing Allowance.
6. Temporary Accommodation.
7. Transport Allowance.
8. Performance Bonus/ Incentives.
9. Leave Entitlement.
10. Year End Bonus.
11. Ramadan Bonus.
12. Leave Ticket Allowance.
13. Education Allowance.
14. Medical Benefits.
15. Employee Indemnity Fund.
16. Loans and Facilities.
17. VISA/ Permits.
18. Relocation Expenses.
19. Other Benefits – not already provided by Home Base.



1. Basic Principle:

- 1-1 Both Home Base and Host Country shares the cost, based mainly on where the cost is incurred.
- 1-2 To serve the business needs, only Local Home Base employees in grade **11** and above, will be sent on international assignments of more than **3** months.
- 1-3 For training purposes, any Local Home Base employee could be sent on international assignments of more than **3** months.
- 1-4 Expatriate employees requiring international assignments of more than **3** months, will normally be permanently transferred to the Host Country.
- 1-5 **Where the secondment will occur:** Home Base - Documented International Assignment of fixed duration.
- 1-6 **Expected to return to Home Base:** Yes
- 1-7 **Continuous Service:** Service continues with Home Base.
- 1-8 **Where Budget:** Shared cost and budget based mainly on where the cost is incurred.
- 1-9 **Where paid:** Paid in Home Base.

2. Basic Salary:

- 2-1 As per Home Base Policy - Paid by Home Base.

3. Cost of Living Allowance:

- 3-1 **If 3 months or more:** The monthly Basic Salary paid by Host Country in Host Country will be increased by the percentage (rounded up to the nearest **5%**) of the sum of the Cost of Living Index percentage difference between the Home Base and the Host Country plus any Host Country Tax/ Social security plus an additional **25%**.
- 3-2 **If less than 3 months:** N/A.

4. GOSI/ Host Country equivalent:

- 4-1 As per Home Base Policy - Paid by Home Base.

5. Housing Allowance:

- 5-1 **In Home Base** - As per Home Base Policy - paid by Home Base. **PLUS**, Fully paid furnished and serviced accommodation in Host Country, or housing allowance as per Host Country Policy - paid by Host Country. **Unless**, Host Country entitlement is less than Home Base entitlement. Then the Host Country accommodation will be paid by Host country, as per Home Base policy.

6. Temporary Accommodation:

- 6-1 Up to first **21 days** - Full Board Hotel in Host Country - paid by Host Country.



7. Transport Allowance:

- 7-1 **If 3 months or more:** Stop Home Base Transport Allowance. **PLUS**, Start Transport Allowance in Host Country, as per Host Country Policy - paid by Host Country
- 7-2 **If less than 3 months:** As per Home Base Policy - Paid by Home Base.

8. Performance Bonus/ Incentives:

- 8-1 As per Home Base Policy - paid by Home Base.

9. Leave Entitlement:

- 9-1 **If 1 Year or more:** Stop Home Base Leave entitlement. Accumulated earned leave entitlement transferred from Home Base to Host Country. **PLUS**, Start Leave entitlement in Host Country, as per Host Country Policy.
- 9-2 **If less than 1 Year:** As per Home Base Leave entitlement.

10. Year End Bonus:

- 10-1 As per Home Base Policy - paid by Home Base.

11. Ramadan Bonus:

- 11-1 As per Home Base Policy - paid by Home Base.

12. Leave Ticket Allowance:

- 12-1 **If 1 Year or more:** As per Host Country Policy - paid by Host Country. **Unless**, Host Country entitlement is less than Home Base entitlement. Then the Leave Ticket entitlement will be paid by Host country, as per Home Base policy.
- 12-2 **If less than 1 Year:** As per Home Base Policy - Paid by Home Base.
- 12-3 Saudi employees will be eligible to the same Leave Ticket entitlement as an expat in the Home Base.

13. Education Allowance:

- 13-1 **If 1 Year or more:** If recognised dependants in School in Home Base; School fees paid by Home Base as per Home Base Policy. **PLUS**, if recognised dependants in Host Country; School fees paid by Host Country, as per Host Country policy. **Unless**, Host Country entitlement is less than Home Base entitlement. Then the school fees will be paid by Host country, as per Home Base policy.
- 13-2 **If less than 1 Year:** As per Home Base Policy - paid by Home Base.

14. Medical Benefits:

- 14-1 **If 1 Year or more:** For employee: As per Host Country Policy - paid by Host Country.
- 14-2 For recognised dependants in Home Base: As per Home Base Policy - paid by Home Base.
- 14-3 For recognised dependants in Host country: As per Host Country Policy - paid by Host Country.
- 14-4 **If less than 1 Year:** As per Home Base Policy - paid by Home Base.

**15. Employee Indemnity Fund:**

15-1 As per Home Base Policy - paid by Home Base.

16. Loans and Facilities :

16-1 As per Home Base Policy - paid by Home Base.

17. VISA/ Permits:

17-1 Paid by Host Country.

18. Relocation Expenses:

18-1 **If 1 Year or more:** As per Home Base Policy for new hires - paid by Home Base.

18-2 **If less than 1 Year:** N/A

19. Other Benefits – not already provided by Home Base:

19-1 **If 1 Year or more:** As per Host Country Policy - paid by Host Country.

19-2 **If less than 1 Year:** N/A



End of Service:

1. End of Service Cases.
2. Notice Period.
3. Calculation of End of Service Benefit.
4. Release.
5. Compensation of Employees.



ARB is committed in ensuring all our employees are treated fairly and with respect at the time of their exit from the Bank. In order to achieve this goal, ARB has developed the following policy to guide the employees and the managers.

1. End of Service Cases:

The approval of the employee's end of service requires the prior consent of **the authorized person**. The direct manager has to meet the employee and conduct a private and constructive discussion. The cases of end of service are **as follows**:

1-1 Resignation:

The resignation is an optional action of the employee to terminate the service, which requires him/her to give the Bank an agreed notice period.

1-2 Retirement:

1-2-1 The employee service end upon the retirement, according to the Hijri date, and according to Bank records, **as follows**:

1-2-1-1 The male employees on the last day of the month in which they complete the **age of sixty**.

1-2-1-2 The female employees on the last day of the month in which they complete the **age of fifty-five**.

1-2-2 No service of the employee will be extended after retirement **except in the following cases**:

1-2-2-1 As for the non-Saudi employee who has children studying in the Kingdom during the academic year, he shall be extended to the end of the school year, regardless of the remaining period of the school year.

1-2-2-2 In case of definite term employment contract and its duration extends beyond the employee reaching the age of retirement, in which case the contract ends upon the expiry of its term.

1-3 Dismissal / Termination:

1-3-1 The employee service is terminated **in the following cases, for example, but not limited to**:

1-3-1-1 If the employee fails repeatedly to execute the work according to the performance standards as approved by the Bank. In the event of such cases, employees will be handled in line with the Bank's **Poor Performance Policy** which clarifies the procedure of ensuring employee is extended a fair opportunity to improve his/her performance through a "Performance Improvement Plan – PIP, regular feedback discussions with the Manager, Warning letter procedure and discussion with HR.

1-3-1-2 Restructuring.

1-3-1-3 Economic or technical reasons.

1-3-1-4 Assigning the work to an external contractor.



- 1-3-1-5 Termination upon the mutual agreement by the two parties to the contract.
- 1-3-2 The employee contract is cancelled **in the following cases, for example, but not limited to:**
 - 1-3-2-1 Slackness and negligence at work and led to serious harm to the Bank.
 - 1-3-2-2 If it is proven in a competent court that the employee is convicted of a moral crime or certain charges, such as bribery, embezzlement, fraud, theft or breach of trust or commitment of an offense which refers to a violation of public morals and values; in such cases the employee contract is cancelled as of the date of the issuance of a final judgment by the court against him/her.
 - 1-3-2-3 Non Compliance with the Code of Conduct
 - 1-3-2-4 If it is proved that the employee is medically unable to meet the requirements of work as a result of health disability under a medical report.
 - 1-3-2-5 If it is proved that the employee has committed a crime or a serious mistake that causes damage to the interests of the Bank.
 - 1-3-2-6 If the employee is absent without valid reason for more than **30** days in one contracted year or for more than **15** consecutive days, provided that the dismissal be preceded by a written warning from the employer to the employee if the latter is absent for **20** days in the first case and for **10** days in the second.
 - 1-3-2-7 Any other reasons relating to breach of the regulations.
- 1-3-3 Direct manager is expected to provide directions, correction plans, and warning letters to any of his subordinates before taking termination or non-renewal contract decision. HR Department will verify that the direct manager has provided enough effort to correct employee's performance before termination.
- 1-3-4 In case of approving the termination of the employee **by the authorized person** including non-renewal of the contract, the direct manager is expected to inform HR before 3 months of the last working date.
- 1-3-5 The direct manager has to meet the employee and inform him about the termination decision and explain the reasons behind it whenever possible after HR approval.
- 1-4 **Death:**
 - 1-4-1 If the employee service has ended due to death, the heirs are entitled to the following amounts:
 - 1-4-1-1 End of service benefit.
 - 1-4-1-2 Salary of the month in which the employee has died.



1-4-1-3 Salaries as per the Employee Indemnity (human cases).

2. Notice Period:

- 2-1 The employee must notify the Bank when he/she desires to leave the work (notice period), **as follows:**
 - 2-1-1 Grade (**15 to 18**) at least three months.
 - 2-1-2 Grade (**14**) and below at least two months.
- 2-2 The employee is entitled to consider the annual leave due to him to cover part of notice period **after the approval of the concerned person.**
- 2-3 The employee who works in a sensitive or high importance areas can be asked not to start his/her daily tasks and the Bank pays the salary due to the employee for the notice period.
- 2-4 The employee must pay the value of the notice period not worked, and the employee exemption from paying the value of the remaining notice period requires the prior consent of the authorized person.

3. Calculation of the End of Service Benefit:

- 3-1 The end of service benefit is granted to the eligible employee upon the end of service based on the total salary received by the employee and **in accordance with the following elements:**
 - 3-1-1 Basic salary.
 - 3-1-2 Housing allowance.
 - 3-1-3 Transportation allowance.
 - 3-1-4 Ramadan bonus.
 - 3-1-5 End of the year bonus.
 - 3-1-6 Transportation allowance for district managers.
 - 3-1-7 Shift allowance.
 - 3-1-8 Internal auditor allowance.
 - 3-1-9 Cash handling allowance.
 - 3-1-10 Overtime (according to conditions and regulations approved by HR).
- 3-2 In order to calculate the above allowances as part of the end of the service settlement, their payment must continue until the last month of the employee service.
- 3-3 The end of statutory service benefit is calculated **according to the following:**
 - 3-3-1 The end of service benefit for the first five years of service: half a month's salary for each of these years.
 - 3-3-2 More than five years: one month's salary for each year after the first five years.
- 3-4 **The end of statutory service benefit is paid according to the following:**
 - 3-4-1 The expiration of the contract and non-renewal by any of the two parties in the definite term contracts.
 - 3-4-2 Terminating the contractual relationship by the Bank in situations other than the termination cases of Article **80** of the labor law.



- 3-4-3 Resignation as a result of force majeure beyond the control of the employee.
- 3-4-4 Resignation by the female employee if within six months from the date of her marriage contract or within three months from her childbirth date.
- 3-5 **In the case of the resignation, the end of service benefit is paid to the employee as follows:**
 - 3-5-1 The employee is not entitled to an end of service benefit if service is less than two years with the Bank.
 - 3-5-2 If the service employee is not less than two years and not more than five years, the employee is entitled to one third ($\frac{1}{3}$) of the regular benefit for each year.
 - 3-5-3 If the employee service is more than five years and not complete ten years, the employee is entitled to two-thirds ($\frac{2}{3}$) of the regular bonus for each year.
 - 3-5-4 If the employee service reached ten years and more, the employee is entitled to the full benefit for each year of service.
 - 3-5-5 In the event the Saudi employee has spent more than four years in the service or the renewal has been done for three continuous times (whichever is less), employee is not entitled to apply for the non-renewal of the contract since it became an indefinite term contract and it is considered a resignation.

4. Release:

- 4-1 All remaining financial obligations (financing) are transferred to business finance and an employee will be given an employee release letter.
- 4-2 The advances loan obtained by the employee are settled in full from the end of service dues.
- 4-2 The non-Saudi employee is given a grace period of 90 days from the last work day to finish the full official formalities relating to the transfer of sponsorship in the event of a prior approval of the Bank, and in the case of non-compliance with the duration, the Bank has the right to take legal action without consulting with the employee. In the case of a grace period of more than 90 days, approval from the CHRO is required.

5. Employees Indemnity (Human Cases):

- 5-1 Al Rajhi Bank shall offer compensation in the event of the employee's death or upon the end of the employee service because of a serious illness that could lead to death or lead to permanent disability for work performance, and according to the following:
 - 5-1-1 Write off the outstanding financial obligations of the employee, as per the following:
 - 5-1-1-1 Employee Fund Box Loan.
 - 5-1-1-2 Financing (Cars, Personal Finance, real estate) in a way that does not exceed 15 months of net salary.



5-1-1-3 Credit cards.

5-1-2 **compensation based on length of service:**

Length of service	Indemnity Amount (basic salary)
less than one year of service	5 months' salary
1 to 5 years of service	10 months' salary
more than 5 to 10 years of service	15 months' salary
more than 10 to 15 years of service	20 months' salary
more than 15 to 20 years of service	25 months' salary
more than 20 years of service	30 months' salary

5-1-3 The medical coverage for the employee and his family is extended for one year from the last date of the work day for those included in the medical coverage.

5-2 For the compensation of employees (Human Cases), **the prior consent of the authorized person is required.**

Grievances:

1. Competence
2. Authorities
3. Confidentiality
4. Record Retention



The Grievance policy aims are as follows:

- To create a healthy and fair work environment for all employees in the bank.
- To ensure protecting Al Rajhi employees' rights, hearing their grievances and reaching fair solutions without referring to entities outside the bank.
- To make Al Rajhi employees aware of the procedures shall be followed to resolve the grievance.

The scope of this policy includes each and every grievance lodged by Al Rajhi Bank's employees in head office or a branch thereof inside the Kingdom of Saudi Arabia without conflicting with the laws and regulations applicable in the Kingdom of Saudi Arabia, the bank work regulation, and all its verified procedures and policies.

1. Competence:

- 1-1 HR Group shall be deemed the entity concerned with hearing and considering the grievances and taking decision therein in accordance with the procedures contained in grievance procedure manual and conformed to Saudi laws and the verified work regulation in Al Rajhi bank.

2. Authorities:

HR group shall, in its capacity as the entity concerned with adjudicating the grievances, have a number of authorities as follows:

- 2-1 Conduct an investigation in the grievance, including an investigation with each and every person deemed related to the grievance by HR group.
- 2-2 Summon whoever it deems necessary to be summoned.
- 2-3 Cancel or amend decisions regarding a grievance, excluding any intervention in technical work of the concerned department, after the ratification of the CHRO.
- 2-4 Refuse the grievance.
- 2-5 Make the malicious grievances under investigation so as presenter thereof is to be appropriately punished in accordance with the bank's Violations and Penalties Regulations.
- 2-6 Not to accept the grievance in case right procedures of grievance are not followed, make the aggrieved party under investigation, and take the statutory procedure against it in case procedure thereof gives rise to a penalty –requiring violation.
- 2-7 Make anyone concealing information or presenting incorrect information concerning conducting an investigation in a grievance under investigation and take a disciplinary procedure against it in accordance with internal laws and regulations of the bank.



3. Confidentiality:

3-1 All grievance-related information, data and names must be hold confidential, unless it is required to be disclosed for investigation purposes. This include the aggrieved identity.

4. Record Retention:

4-1 All records related to grievance policy are kept /retained as mandated which is in line with SAMA requirements and the bank regulations and policies.



Work Rules and Directions:

1. Working Hours.
2. Attendance and Leave Record.
3. Employee Identification Card.
4. Disciplining Rules.
5. Code of Conduct.
6. Work Outside the Bank.
7. Dress and Personal Appearance.
8. Gifts.
9. Smoking.
10. Letter of Recommendation.
11. Confidentiality of the Data.
12. Media Disclosure.
13. Work Permit (IQAMA).
14. Exit and Reentry Visa.
15. Transfer of Sponsorship / Final Exit.
16. Policy Interpretation.



1. Working Hours:

- 1-1 **The working days:** five days a week, from **Sunday** until **Thursday**, 8 actual hours per day, and 40 hours per week as per the Saudi Labor Law.
- 1-2 **Hours of work:** official working hours are from **8 a.m.** to **5 p.m.**, including the lunch hour for the head office.
- 1-3 Some dates are adjusted according to different work schedules.
- 1-4 The work schedules at the branches vary according to the requirements and work needs.
- 1-5 Exceptions in hours of work: The Bank may ask some employees to work additional hours as dictated by the work requirements with pay **in accordance with the overtime policy.**
- 1-6 The employee may not work for any other party without taking the necessary approvals.
- 1-7 The employee may not work or engage in any other work other than work at the Bank during the working hours officially prescribed.

2. Attendance and Leave Record

- 2-1 The employees must record the time of their attendance and their leave through the Bank's approved system.

3. Employee Identification Card:

- 3-1 Each employee is issued an employment card by the Bank, which is considered an official identification document.
- 3-2 Every employee must carry the employment card and clearly show it during the period of work, and must immediately inform the Division of Security and Safety in case of its loss.
- 3-3 The employee identification card is a personal card and may not be loaned to others, and no changes or amendments may be made thereto.
- 3-4 Each employee must return the employment card to the Bank at the end of services.

4. Disciplining Rules:

- 4-1 The Bank has the right to apply penalties against the employee because of any violation committed. The manager must solve such issues according to authorized powers and in coordination with the concerned employee. The Human Resources shall interfere in case the dispute cannot be resolved. The Human Resources has the authority to impose the penalties against the offending employee and according to the list of offenses and penalties as adopted by the Bank, and the amount of penalties imposed to the employees shall be limited and executed to the benefit of the employees after obtaining the approval of the Ministry of Labor, and according to the labor law.



5. Code of Conduct:

- 5-1 All employees must abide by the code of conduct as issued by the Bank at all times during the work with the Bank.
- 5-2 Any transgression of the moral and professional standards (such as fraud, theft, money laundering, negligence at work, etc.) is deemed as a breach and violation by the employee and it shall constitute the basis for the application of penal punishment on the employee as per the Bank's list of penalties and what is stated in the labor law in force in the Kingdom and the regulations of the Saudi Central Bank or any other rules and regulations.

6. Working Outside of the Bank:

- 6-1 It is not permissible for an employee to work with or without pay for a third party during leave. In the case of non-compliance by the employee with this condition, The Bank is entitled to deduct the salary of the period during which the employee worked for the benefit of a third party, and disciplinary action is taken in this regard according to the list of offenses and penalties as approved by the Bank.
- 6-2 Other than according to the statutory rules and procedures, the Bank will not allow the employee to work for others, and the employee may not work for another employer.
- 6-3 It is not allowed for the employee to exercise a private activity inconsistent with the activity of the Bank or do a task that would have a negative impact on work with the Bank as the employee must be fully dedicated and devote all the time during the official working hours to perform the tasks entrusted.
- 6-4 It is not permissible for the employee to exercise or joining membership of management boards (executive or non-executive) in any external joint ventures as an owner, or as a shareholder in any private company any private commercial activity unless after taking the prior approval of the Bank.
- 6-5 It is not permissible for the employee to work with or without pay with any firm that has a working relationship with the Bank.

7. Dress and Personal Appearance:

- 7-1 The employee must continue to maintain an appropriate appearance, such as wearing decent dress that does not conflict with the provisions of the Islamic law and Bank's instruction which reflect a good image to the customers and visitors.

8. Gifts:

- 8-1 The employees are prevented from abusing their powers or accept mediation or exploiting their influence or request any privileges for themselves or for others, taking or accepting promises, gifts or privileges and interests of any kind, whether in cash or in kind, for performing any functions or tasks or asking her / him to do so, or retreat or refrain from doing so or get paid for it. The employee



undertakes to inform the management of the Bank immediately upon being aware of the occurrence of any of the prohibited acts as mentioned above, even if it was not related to him /her.

- 8-2 The employees are banned in any way to accept from the suppliers or the owners of the products any invitations to attend the hosting conferences or invitations or any other benefits they are at the expense of the supplier or the owner of the product.
- 8-3 If the employee or the division receives a gift in unavoidable circumstances, **the following steps should be taken:**
 - 8-3-1 Provide details of the gift in a gift registration form and show the date of receipt of the gift, the approximate value and any other information related to the gift and send it to the local compliance officer.
 - 8-3-2 Inform the direct manager of the gift received.
 - 8-3-3 The gifts in kind received in unavoidable circumstances are donated to a charity through the Department of Social Service.
 - 8-3-4 The cash gifts received are deposited in a dedicated account for it.

9. Smoking:

- 9-1 Smoking is prohibited in the workplace, where it is considered contrary to the regulations of the Bank according to the list of offenses and penalties.

10. Letter of Recommendation:

- 10-1 An individual letter of recommendation is not allowed to be issued, but a certificate of service can be issued in case of request from the human resources.

11. Confidentiality of the Data:

- 11-1 It is not allowing for any employee to disclose confidential information that cannot be spread outside the Bank, and all the employee must maintain the confidentiality of all information relating to the Bank or its customers that are accessed by the employee as a result of work with the Bank both during and after employment with the Bank.

12. Media Disclosure:

- 12-1 The employee should not represent the Bank (speaking on behalf of the Bank) on any of the websites or social networking sites.
- 12-2 The employee must not make any statements about the Bank to any third party, including the media and not to use the Bank's logo in anything that has nothing to do with the work of the Bank, except after obtaining **the prior consent of the authorized person** for talking about the media relations policy of the Bank.



13. Hiring of a new Non Saudi Employee:

The bank will reimburse the costs of hiring if the new employee is a Non Saudi coming from outside the Kingdom provided that the employee has paid them and after providing the supporting invoices. The costs include the following:

- 13-1 Costs of medical checkup in the country where the employment visa was issued.
- 13-2 Governmental expenses along with the Saudi Embassy expenses in the country of the employee.
- 13-3 Authentication of qualifications from the Saudi Cultural Mission in the Saudi Embassy
- 13-4 Costs of visa agency
- 13-5 Costs of travel to the Saudi Embassy in the employees home country.

14. Work Permit (IQAMA):

- 14-1 The Bank shall at his own expense provide the employees with residency permits (new or renewed) and work permits for the non-Saudis.
- 14-2 The Bank shall pay for the expenses to bring the family of the non-Saudi employee (wife / children under 18 years), once, after obtaining the consent of the authorized person.
- 14-3 The Bank shall cover the cost of the medical examination up to a maximum amount of (3000) Riyals per person for the purpose of renewal of the residency permit of the employee and his family.

15. Exit and Reentry Visa:

- 15-1 The Bank shall complete the procedures for an exit and reentry visa for the non-Saudis in accordance with the policy of air tickets during the annual holiday, and the Bank also bears the cost of issuing these visas.

16. Transfer of Sponsorship / Final Exit:

- 16-1 The Bank shall issue for each non-Saudi employee under its sponsorship or who was employed and services are ended an exit visa (final) or transfer the sponsorship, as follows:
 - 16-1-1 In the case of the end of service for an employee based on his request or the reason for the end of the service is the result of a disciplinary decision, the Bank has the right not to approve on the transfer of sponsorship and provide him with no objection certificate.
 - 16-1-2 If the services of an employee has been terminated by the Bank, a transfer of sponsorship can be granted to the employee as per the consent of the authorized person.
- 16-2 Expenses related to the transfer of personal luggage will be reimbursed for grades (13 to 18) to non-Saudi employees up to the sum of (10,000) SAR or the actual cost of the container (20) feet (whichever is less) once his service is ended, issuing his exit visa, and he is returning back to his home country with a condition not moving to work in a competitor sector.



17. Policy Interpretation:

- 17-1 All the matters mentioned in this policy are interpreted in case of dispute according to the absolute discretion of the Human Resources and not contrary to the regulations of the KSA.
- 17-2 The Arabic language is the main reference for the human resources policy.
- 17-3 The Gregorian calendar is applicable with respect to this policy.
- 17-4 The labor law and the decisions and regulations issued for their implementation and SAMA law, regulations, and instructions shall apply to all matters not organized or provided by the HR policy.

Administrative services:

1. Use of the Machines.
2. Internet Service.
3. Compensation for Business Calls.



1. Use of the Machines:

1-1 Phone / Fax:

- 1-1-1 The phone is used for official business purposes only.
- 1-1-2 The use of the phone is allowed for personal purposes only in emergencies and during the breaks and the employee must pay for the value of such calls (within the KSA only).
- 1-1-3 The international call service is offered for certain jobs based on the prior **approval of the authorized person** based on the work needed.

1-2 Computer Desktops/ Laptops:

- 1-2-1 Computer desktops/laptops are provided to the employees of grades **15** to **18**, while the rest of the employees are provided with computer desktops/laptops that are needed for work, subject to the prior approval of the authorized person.

1-3 Mobile Phone / PDAs:

- 1-3-1 **Approval of the authorized person** allow the employees who are on grade **14** and below to issue a mobile phone according to business needs. They must also indicate whether it is allowed to use domestic or international mobile communications.
- 1-3-2 The employees with grades **15** to **18** are provided with the necessary devices for accessing their e-mail by the Bank.
- 1-3-3 The use of mobile devices provided by the Bank and PDAs is limited for official work only.

2. Internet service:

- 2-1 It is provided for the employees with grades **15** to **18**.
- 2-2 It is provided for the other employees with the prior consent **of the authorized person**.

3. Compensation for Business Calls:

- 3-1 The general managers, assistant general managers, branch and regional managers, administrative services managers in the areas, regional managers in the Tahweel Centers, and computer engineers who have field work nature may recover the cost of the business calls after the submission of bills that determine the business calls and their costs.
- 3-2 The Branch Managers are entitled to recover the cost of business calls in case no telephone lines for the branch are set up and until the setup of landline telephone for the branch.
- 3-3 This policy applies to any other job groups temporarily or permanently after **the consent of the authorized person**.



- 3-4 The phone must be registered in the name of the employee who is claimed refund and no employee is entitled to use more than one phone number for the calls of the Bank or claim any amounts accumulated from previous bills.
- 3-5 The employees covered by this policy shall be reimbursed for the business calls for a maximum of **500 SAR** for each bill.
- 3-6 The requests for reimbursement of the costs of business calls shall **be approved by the authorized person.**

