



## Extract from HR Strategy and Policy. Employment strategy.

<p><b>Owner's Approval: (signed)</b></p> <p>Date: Feb 18 2019</p>  <p>Name: Anastasia Arnhold</p> <p>Function: HR Manager</p>	<p><b>Authorization: (signed)</b></p> <p>Date: Feb 18 2019</p>  <p>Name: Dr. Karen Hanghøj</p> <p>Function: Chief Executive Officer</p> <p>Date: Feb 18 2019</p>  <p>Name: Dr. Andreas Klossek</p> <p>Function: Chief Operations Officer</p>
--	--

### Record of Revisions:

Issue	Date	Summary and reason for change
1 <sup>st</sup>	July 2016	Initial Issue
2 <sup>nd</sup>	December 2018	Revised Issue

## Content

1. Employment strategy .....	3
1.1. Recruitment principles.....	3
1.2. Recruitment process .....	4
1.2.1. Identifying the need for recruitment .....	4
1.2.2. Job Specification .....	5
1.2.3. Job Advertisement.....	5
1.2.4. Application submission and communication during the recruitment process	5
1.2.5. Selection and Interview Process.....	6
1.2.6. Decision and Job Offer.....	7
1.2.7. Employment .....	8
1.2.8. Recruitment Process Timeline.....	8
1.2.9. Reimbursement of travel expenses and relocation costs.....	8
1.2.10. Selection of Senior Management Staff.....	9
1.2.11. Employment of former employees and relatives/family members of KIC employees	9
1.2.12. Request for review and appeal procedure .....	9

# 1. Employment strategy

The EIT RawMaterials Employment strategy establishes the guidelines by which EIT RawMaterials manages the process of finding the right candidates for open positions. The objective of this chapter is to provide guidance to ensure that recruitment is managed consistently, professionally, fairly and transparently. It supports objective decision making to help meet both organizational and personal development needs.

## 1.1. Recruitment principles

The guiding principle in the selection of candidates is to ensure the highest standards of efficiency, competence and integrity, through:

- Equal opportunity and non-discrimination principles, to which EIT RawMaterials is committed, and which will be respected throughout the entire recruitment process. We do not discriminate on any grounds. We are committed to promoting diversity in our team. We believe that diversity is a competitive advantage, thus we value a wide representation of generations, nationalities, cultures, backgrounds and experiences. We are striving for gender balance in our organization.
- Working conditions which support and value the contribution of every individual as well as ensure conditions for effective work-life balance.
- Recruitment decisions made on a competitive basis.
- Career development opportunities for existing employees by encouraging internal applicants to apply for any vacancy within the organization without the risk of penalization from their current manager. We value both experience and the regular renewal of our talents and workforce; and consequently, we maintain and develop our core competences.
- When filling a vacancy, internally or externally, all involved parties will comply with related HR guidelines/processes/procedures (e.g. recruitment communication, succession planning, etc.).
- The recruitment process, including the selection and appointment of new employees, is coordinated and supported by HR who must be involved before any

action is started and when a decision is taken in order to secure a fully aligned approach and outcome.

- Protecting our employees to the extent possible by anticipating industry cycles and planning accordingly. Our level of employment is based on:
  - Productivity, improvement and constant optimization of internal resources.
  - Adaptability while complying with local regulations.
  - Make or Buy decisions, including strategic outsourcing.
  - Employee mobility, including change of position or function.

**Confidentiality.** We guarantee the confidentiality of all personal data of applicants and respect their privacy. All participants in the recruitment process are obliged, at all times, to preserve each applicant's right to confidentiality for any information that may be used during the selection process. Once the recruitment process has been completed, the hiring manager and panelists must delete all applicants' information from their mailbox and folders. Hard copies should be destroyed using a shredder.

The records of the selection process are kept electronically by the HR manager for 5 years, unless candidate has expressed the request for an application deletion.

## 1.2. Recruitment process

### 1.2.1. Identifying the need for recruitment

The requirement for any recruitment is always based on a work planning process, and budgeted and aligned to the organizational strategy.

The recruitment process can start once a validated request for staffing (Job Requisition Form, JRF) (Appendix 1) has been issued to the HR manager. The hiring manager must ensure that the new position is budgeted and, if necessary, align with his/her line

manager before issuing the JRF. After completion and final formal check of the JRF through the HR manager it must be signed by the CEO or COO (or their proxy holders).

### 1.2.2. Job Specification

A well defined job description must be created for every vacancy by the hiring manager. This should include a description of the key responsibilities, as well as the key requirements including experience, relevant qualifications, competencies/behaviors and skills (general and/or professional.) It should also include any specific position details such as travel requirements and special terms (e.g. whether relocation or flexible working would be considered.) The job specification should adhere to the legislation in the country in which the role is to be filled as well as to this HR Strategy and policy. The hiring manager should submit the vacancy specification together with a JRF to the HR manager to proceed with the recruitment process.

After receiving a complete job specification form, the HR manager will set up a meeting with the hiring manager to agree on a hiring process plan: advertisement strategy, selection panel, potential tests to be used, and timelines.

### 1.2.3. Job Advertisement

We are committed to follow a competitive recruitment process whenever there is an open post. Every vacancy will be published on the KIC website and through its social media channels and will be available to both internal as well as external candidates. Depending on the need, the advertisement can be posted in other places, such as job boards/sites, recruitment agencies.

The text of the post advertisement must adhere to the legislative requirements of the EU. Gender-neutral wording should be used in job posts.

### 1.2.4. Application submission and communication during the recruitment process

Candidates must submit their application electronically via the KIC website. To do this, candidates create an account based on a private valid e-mail address. Applicants by any

other means (hard copy or ordinary e-mail) will not be accepted. Applications must be submitted before the vacancy notice deadline; if a deadline is not set when the job is posted, the applications can be submitted as long as the vacancy is available.

After completion of the application, every candidate receives immediate acknowledgement via an automatic e-mail response confirming receipt of the application.

Each application is reviewed in line with the requirements stated in the vacancy posting.

The most suitable candidates will be contacted by email to attend an interview.

All candidates will be informed individually by e-mail about the results of their application and/ or the result of their interview.

All enquires in relation to a recruitment process should be addressed to the HR manager via [career@eitrawmaterials.eu](mailto:career@eitrawmaterials.eu).

### 1.2.5. Selection and Interview Process

Interviews are conducted with candidates that, based on their submitted applications, meet the position requirements. The entire interview process consists of the following stages: long-listing, short-listing, first interview, final interview.

For each vacancy, a selection panel will be created, which consists of the hiring manager, the dotted-line manager (in case the post has a dual reporting structure), and the HR manager. The chairperson of the selection panel is always the hiring manager. Additionally, upon the decision of the hiring manager, representatives of colleagues, or the hiring manager's line manager may participate in the final interview (or, if necessary, in previous steps).

At the first stage of the selection process, the HR manager screens all submitted applications in an objective, impartial and transparent manner against the specific competences and skills described in the vacancy notice. The hiring manager can contribute to this process at any step, for example, outlining the decision-making criteria that will be applied to the long-listing. Selected candidates will be presented for review to the selection panel.

The selection panel will then review long-listed applicants to decide on a short-list of candidates who will be invited for a first interview.

Both first and final interviews are conducted by the selection panel. Interviews will be competency-based. The interviews can be conducted either over the telephone, via video conference or on-site. The aim of the interviews is to assess the candidate's fit with the culture of our organization and to find out more about the candidate's professional achievements and motivation to join our team. Additionally, candidates may be asked to make a short presentation or written task on a topic related to the job to assess the requested competences.

The interviews are held in English and will usually last 60-90 minutes.

During the interview candidates have the opportunity to ask any questions related to the job, team, or organization. At the end of the interview, candidates are notified of the expected time frame for a decision, and how it will be communicated.

The hiring manager can consider an additional informal meeting with the candidate to enable the candidate and potential colleagues to exchange ideas on the KIC, the department and the position.

Where external third parties are engaged to assist with selection, the third party should be fully briefed on KIC recruitment policy and is expected to abide by it.

### 1.2.6. Decision and Job Offer

Selection decisions should be made on the basis of the experience, qualifications, competencies, behaviors and skills required for successful performance in the role.

Hiring managers need to provide written feedback on all interviewed applicants to the HR manager using a Hiring Decision Scorecard (HDS, Appendix 2). An offer will be sent to the successful candidate when the HR Manager has received the HDS.

The hiring manager in consultation with the selection panel decides which candidate receives a job offer and informs the successful candidate as soon as possible. Every job offer issued on behalf of EIT RawMaterials must be in writing and prepared by the HR manager after dialogue with the hiring manager. The job offer and compensation package offered to the final candidate should be defined in accordance with the overall level-specific personnel costs guidance and local regulations and agreed to and signed by the respective Director and the CEO or COO (or their proxy holders); or in the case of an GmbH staff position - by the CEO and COO (or their proxy holders).

The hiring manager is responsible for making the formal offer to the final candidate via email.

### 1.2.7. Employment

If the candidate accepts the job offer, HR manager submits the list of necessary personal documents to be provided by the candidate for employment. Once all required documents are submitted, the HR manager:

- Creates a labor contract (if necessary, local legal advice will be consulted).
- Creates an employee account in the HR software.
- Provides necessary data to an external payroll provider for salary calculation, if relevant.

If the candidate rejects the terms of the job offer terms, the hiring manager should agree on possible revisions or reopen the recruitment process.

### 1.2.8. Recruitment Process Timeline

As an approximate estimation, the selection process typically takes three to six months from the date the position is first advertised.

### 1.2.9. Reimbursement of travel expenses and relocation costs

EIT RawMaterials will reimburse expenses in connection with the recruitment process.

Reimbursement of relocation costs is the absolute exception and can be negotiated if the hiring manager recommends it, the costs are within the budget and the hiring manager's manager has approved it.



### 1.2.10. Selection of Senior Management Staff

The Executive Board of EIT RawMaterials decides on the hiring process and appoints the selection committee for the CEO and COO.

### 1.2.11. Employment of former employees and relatives/family members of KIC employees

- Former Employees – There is no restriction on employing former employees, subject to:
  - A satisfactory previous work record based on performance appraisals and adherence to the Code of Conduct.
  - The individual being the best applicant for the position based on objective criteria and a competitive selection process.
- Relatives of KIC employees:
  - Family members, friends and organizations with which KIC employees, their families, or friends are connected, will not be given preferential conditions.
  - To manage potential conflicts of interest, KIC employees must disclose family and/or and friendship connections with potential candidates. KIC employees will not participate in any recruitment or contracting process where they have a conflict of interest. Situations where close family members or partners are in a direct reporting relationship to one another are not allowed.

### 1.2.12. Request for review and appeal procedure

Applicants who consider that their interests have been prejudiced by any decision related to the selection procedure may submit a request for review in writing stating the reason for the request. Any arguments must be based on information provided in the application form; no subsequent information can be taken into account. Requests for review shall be submitted by email or by regular mail within 10 calendar days from the date when the decision was sent to the candidate. The candidate is requested to clearly

indicate the job posting title and the reason for the request. The HR manager will forward it to the Chairperson of the selection panel and will reply as soon as possible.

- Functional mailbox: [hr@eitrawaterials.eu](mailto:hr@eitrawaterials.eu)

- Regular mail:

HR Manager  
EIT RawMaterials GmbH

Europa Center  
Tauentzienstr. 11  
10789 Berlin  
Germany