



HR Strategy and Policy

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1 st	July 2016	Initial Issue
2 nd	December 2018	Revised Issue
3 rd	August 2022	Revised Issue

If you have a query concerning the implementation or updating of this document, please contact the HR as the owner of this policy.

The policy takes effect on the day of publishing and can be accessed on Cezanne/Workspaces/Documents as well as on SharePoint.

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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.

We are part of a dynamic market environment and we strive to continuously improve our practices. Therefore, this process will be continuously updated.

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, social origin, 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. When applying for the vacancy with EIT RawMaterials, candidates confirm that they are aware and accept the privacy policy applicable in the organization. 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 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. The hiring manager must ensure that the new position is budgeted and, if necessary, align with their line manager before issuing the JRF. After completion and final formal check of the JRF through the HR 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 to proceed with the recruitment process.

After receiving a complete job specification form, the HR 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.

Every candidate for the vacancy has to have a legal right to work in the country of employment (e.g., work visa, living permit). Depending on the local legislation, it might be a criminal offence to employ a person who doesn't have immigration authorization to work in the country.

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 via 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. 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). We



endeavor to create diverse recruitment panels so that our own (un)conscious biases can be challenged by our colleagues.

At the first stage of the selection process, the HR 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.

Interviews should be carried out by at least two people – this is to avoid bias. HR is a default participant at the interviews and must always take part. It is helpful to work in a diverse team and ensure that statements and decisions are questioned to minimize conscious and unconscious bias.

When preparing for an interview selection panel members should:

- Prepare in set questions to assess the candidates' experience, skills and knowledge. This will also ensure consistency when interviewing multiple candidates.
- Arrange a private space where the interviews will take place, and where you won't be interrupted.
- Ask open ended questions (i.e. that cannot be answered by 'yes' or 'no')
- Be sure to take notes in a congruent manner, as this will facilitate consistency in the decision-making process.

A job interview is also a time for candidates to assess the company and if it's a place they would like to work at. Allow time for candidates to ask questions and consider using the



time of the interview to describe the company, why it is a great place to work and what it offers to their employees.

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.

We consider the candidate's financial situation and practice financial inclusion. Rather than obliging them to travel to our offices repeatedly we will consider alternatives such as video conferencing that are free to the candidate. If we believe that it is crucial to meet in person, we will offer to pay for the candidate's travel expenses.

The recruitment process will be adapted as reasonably practicable to accommodate the needs of individuals living with disabilities.

We are committed to ensure that our recruitment partners (such as recruitment agencies) actively support our inclusive recruitment approach.

1.2.6. Decision and Job Offer

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

Additionally, HR might request references from former employers on the final candidate using the forms attached (Appendix 7. Phone reference scripts and written reference request template). All references will be collected using the same questions to ensure feedback transparency.

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

The hiring manager in consultation with the selection panel decides which candidate receives a job offer. HR 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. The job offers 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 or COO (or their proxy holders).

The HR 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 submits the list of necessary personal documents to be provided by the candidate for employment.

Once all required documents are submitted, the HR:

- Creates an employment contract (if necessary, local legal advice will be consulted).
- Creates an employee account in the HR software.
- Provides necessary data to the 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 following the internal processes applicable. HR is responsible to guide the candidates on this matter.



EIT RawMaterials does not compensate relocation costs to the candidates.

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 will forward it to the Chairperson of the selection panel and will reply no later than in two weeks.

- Functional mailbox: hr@eitrawaterials.eu

- Regular mail:

HR
EIT RawMaterials GmbH

Europaplatz 2
10557 Berlin
Germany