



RECRUITMENT, SELECTION & ONBOARDING POLICY

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1. PURPOSE

This Policy outlines Montego Pet Nutrition's commitment to equitable and consistent *Recruitment, Selection, and Onboarding of employees.*

It ensures compliance with the most current *South African Labour Laws*, including the *Basic Conditions of Employment Act (BCEA)*, *Labour Relations Act (LRA)*, *Employment Equity Amendment Act (2022)*, *Immigration Act*, *POPIA*, and the *National Minimum Wage Act*.

It supports fair hiring, skills development, transformation, and workforce agility.

2. SCOPE

This Policy applies to all permanent, fixed-term, temporary, and non-continuous appointments, including internal *Promotions, Transfers*, and roles filled through Montego's *Direct Hire Applicant Tracking System (ATS)*, *Non-Continuous Pool*, or external *Advertisements*.

3. POLICY PRINCIPLES

Montego Pet Nutrition upholds a commitment to equal opportunity and non-discrimination in all *Recruitment Practices*.

Recruitment Processes shall be in strict alignment with the *Employment Equity Plan* and *National Transformation Targets*. No position will be filled without formal authorisation, budget confirmation, and alignment with the organisational structure.

Additionally, all personal and recruitment-related data will be managed in accordance with the *Protection of Personal Information Act (POPIA) Compliance Policy*.

4. GENERAL PRINCIPLES

This Policy shall underpin the following Principles:

- Fairness
- Equity
- Confidentiality
- Professionalism
- Human dignity

5. EMPLOYMENT PRACTICES

Montego Pet Nutrition is committed to ensuring that its *Recruitment Practices* are conducted in a fair, equitable, and professional manner, underpinned by the following principles: **fairness, equity, confidentiality, professionalism, and respect for human dignity.**

Discrimination of any form, whether direct, indirect, systemic, or intersectional, is strictly prohibited. This includes discrimination based on race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, belief, political opinion, language, culture, birth, or any arbitrary ground.

Montego also ensures that *Recruitment Advertisements* are fair and non-discriminatory.

Selection Processes are merit-based and aligned with *Equity Targets*, with a focus on proactively developing *Employment Equity (EE)* targeted pipelines and support roles.

5.1 Responsible Recruitment

- 5.1.1 No worker-paid fees. No recruitment, placement, onboarding, medical, uniform, training, or document fees are charged to workers at any stage of employment. Montego pays any legitimate recruitment costs.
- 5.1.2 No retention of originals. Only certified copies of identity and work documents are kept on file. Originals are checked and returned immediately. Montego never withholds IDs, passports, permits, or personal documents.
- 5.1.3 No deception or coercion. Recruitment will not involve misleading information about role, location, conditions, pay, benefits, or legal status. Employment is freely chosen and terminable in accordance with South African law and the terms of the contract of employment.
- 5.1.4 Right-to-work and age verification. Legal entitlement to work and age are verified before hire. No person below the legal minimum age is employed. Additional safeguards apply to young workers.
- 5.1.5 Transparent written terms. Key terms and conditions are provided in writing in a language the worker understands before acceptance.
- 5.1.6 Grievance access. Applicants and employees may raise recruitment concerns through the Grievance Procedure or the Whistleblowing Hotline without fear of retaliation.
- 5.1.7 Supplier alignment. Labour brokers and recruitment agencies must comply with this Policy and all applicable law.

6. VACANCY APPROVAL & RECRUITMENT WORKFLOW

All vacancies must receive approval from the Executive Committee (EXCO). Once a vacancy is identified, a *Job Requisition Form* must be created and submitted for approval. The Corporate Services Director is responsible for granting final approval by signing off on the *Manpower Requisition* within the *Sage 300 People System*.

Upon approval, the vacancy is processed through the *Direct Hire Applicant Tracking System (ATS)*, which automates the requisition, validation, and approval workflow.

Recruitment Flow: Vacancy Identified → Job Profile Confirmed → Digital Requisition Approved (via *Sage 300 People*) → Internal/External Sourcing → Screening & Shortlisting (via *Direct Hire*) → Interviews → Offer & Appointment

6.1 Use of Agencies and Labour Brokers

- 6.1.1 Only licensed agencies are engaged. Due diligence is recorded before any engagement.
- 6.1.2 Agency contracts must: prohibit worker-paid fees; prohibit retention of original worker documents; require compliance with BCEA, LRA, EEA, Immigration Act, POPIA, and this Policy.
- 6.1.3 Montego reserves audit and information rights over agencies and may terminate for breach.
- 6.1.4 Where an agency supplies workers, Montego ensures workers receive written terms in a language understood and have access to Montego's grievance and whistleblowing channels.

7. ADVERTISEMENTS

The Recruitment Administrator, with input from the Head of Department (HOD) or the Line Manager, is responsible for creating job advertisements.

Job Vacancies are posted on internal platforms such as *SharePoint* and *JEM*. Externally, advertisements are disseminated through various Job Boards, the Direct Hire Applicant Tracking System (ATS), social media platforms such as *LinkedIn* and *LinkedIn Recruiter*, and the Montego Pet Nutrition website under *M-Careers*.

All vacancies must be advertised for a minimum of five (5) days, both internally and externally. **The company reserves the right to retract any advertisements without notice.**

8. APPLICATION PROCESS

Applications must be submitted online, as hand-delivered CVs will not be accepted.

As part of the *Application Process*, all applicants must consent to the necessary checks (*identity, criminal, credit, fraud listing, qualification*) that will be conducted through the *Direct Hire ATS*.

Montego Pet Nutrition reserves the right to verify the authenticity of all Certificates and information submitted by candidates. Montego does not retain original documents. Only certified copies are stored in the recruitment file per Data Retention rules. Applicants are informed of grievance and whistleblowing channels, should they wish to raise recruitment concerns.

Applicants are required to upload the following documents as part of their application:

- CV
- Identity Document (ID)
- Matric Certificate (Grade 12) / Highest Qualification

9. EVALUATION AND INTERVIEW PROCESS

Montego Pet Nutrition applies a structured, fair, and legally compliant *Evaluation* and *Interview Process* for all appointments.

This process aligns with the Company's Transformation Goals, Employment Equity Strategy, and Best Practice Recruitment Principles as outlined in *South African Labour Law*.

10. Evaluation Approach

The evaluation process begins after initial *CV screening* and consists of multiple stages designed to assess the candidate's suitability for the position objectively. Evaluation is based on a combination of:

- Educational qualifications and certifications relevant to the role.
- Relevant work experience and demonstrated competencies.
- Technical or functional skills aligned with the *Job Profile*.
- Behavioural alignment and culture fit, including alignment to *Montego's Values*.
- Employment Equity considerations, in line with Montego's *EE Targets*.
- Potential and adaptability, particularly for growth or developmental roles.

Where applicable, a *Job Competency Matrix* or *Role Benchmark* may be used to ensure objective scoring.

11. Interview Process

- All shortlisted candidates are interviewed by a Panel of at least two (2) members, typically including the hiring Manager and HR. When senior management is not present, an HR Representative must be included to ensure fairness and legal compliance.
- Structured *Interview Guides* and *Digital Scorecards* (via *Direct Hire ATS* or other *LMS tools*) are used to standardise *Assessments* and reduce bias.
- Interview questions are aligned to the *Job Requirements* and focus on both technical capability and behavioural indicators.
- Where required, skills-based tests, practical demonstrations, or case-based discussions are included.
- All interviews and outcomes are recorded, signed off by the Panel, and stored securely for *Audit Purposes*.

Age and right-to-work checks are completed before any offer. No person below the legal minimum age is employed. Where a young worker is hired within the legal framework, additional safeguards are applied in line with Montego's Human Rights Policy.

Assessments

HR conducts specific in-house assessments, and where applicable, assessments (e.g., *Psychometric Assessments*) may be performed through approved third-party platforms.

12. Post-Interview Evaluation

- HR consolidates *Interview Scores* and *Assessment Outcomes* and facilitates a *Panel Review Discussion*.
- A final recommendation is made based on a combination of merit, fit, and alignment to *Organisational Needs*.
- Candidates not *shortlisted* are informed in writing (where feasible) to ensure transparency.
- A *Candidate Evaluation Form* is completed for each interviewed candidate. The *Interview Panel* uses this form to document their assessments and notes during the *Post-interview Evaluation Process*. Once finalised, the forms, including any reasons for rejection, are uploaded and securely stored in the *Direct Hire Applicant Tracking System (ATS)*.
- In line with *Employment Equity (EE) Requirements*, it is essential that this form be completed as part of the *Recruitment Process* to ensure proper recordkeeping of the reasons why certain candidates were rejected and others progressed to the final *Offer Stage*.
- For roles requiring *Critical or Scarce Skills*, or for *Foreign National Candidates*, an additional *Verification Step* is triggered to confirm compliance with *Immigration* and *Skills Scarcity Criteria*.

All offers and key terms are presented in clear, plain language that the worker can understand. Where necessary, a translation or an explanatory summary is provided before acceptance.

13. PSYCHOMETRIC TESTING

Montego Pet Nutrition reserves the right to request that *Job Applicants* undergo *Psychometric Tests*. The Testing Procedure will follow the guidelines set out by the *Health Professions Act (Act No. 56 of 1974)* and the *Employment Equity Act (Act No. 55 of 1998)*.

14. BACKGROUND VERIFICATION

- Upon the completion of the *Interview Process*, Human Resources will conduct *Background Checks*, which include an *Identity, Criminal, Combined Credit, Fraud Listing, and Qualification Checks (Dots360)*
- *Reference Checks* will be conducted.

15. OFFER OF EMPLOYMENT PROCESS

- An *Offer of Employment* will be prepared once the ideal candidate is identified.
- HR prepares the digital *Offer of Employment* in *Direct Hire ATS* for sign-off by the Human Resources Manager.
- *Offers* and *Employment Contracts* are generated, signed, and stored electronically.

16. EMPLOYEE ONBOARDING

Human Resources will arrange an *Onboarding Programme* for the new employee upon receipt of the signed *Offer of Employment*. The *Onboarding Journey* is tracked in four (4) phases via the *Direct Hire Onboarding Module*:

- **Phase 1 – Preboarding:** Candidate submits required *Documentation* digitally.
- **Phase 2 – Orientation:** Day 1 – HR facilitates orientation using *Montego's Values, Benefits, Safety, POPIA* and *LMS introductions*.
- **Phase 3 – Department Induction:** Line Managers induct employees and complete *Checklists* within the digital system.
- **Phase 4 – Probation Monitoring:** *Check-ins* will be done at thirty (30), sixty (60), and ninety (90) days after completion is done electronically, including digital *Sign-off and Status Decisions*.

17. TIME TO FILL

The time taken to fill a vacant position should ideally be no longer than thirty (30) days, though this duration may be extended depending on the specific position. Montego Pet Nutrition reserves the right to determine the timeframe for each case and may choose not to schedule an appointment in certain instances.

18. NON-CONTINUOUS & FIXED-TERM WORKERS

Requests for Non-continuous and Fixed-Term workers must be submitted via the digital *Requisition and Assignment Process* in *Direct Hire ATS*. Allocations are made from a *Vetted Candidate Pool*.

19. EMPLOYMENT OF FOREIGN NATIONALS / NON-SOUTH AFRICAN CITIZENS

It is against the Law to appoint individuals who are not citizens of South Africa and do not possess the required *Work Permits* or *Valid Documentation* that authorises them to work legally in this country. This *Illegal Practice* can result in Montego Pet Nutrition being penalised by the *Department of Labour*, thus posing a risk to the Company.

Employment is conditional on the submission of valid *Work* or *Asylum Permits*, which Human Resources must verify. In accordance with *South African Labour Legislation*, Montego Pet Nutrition will only consider the appointment of *Foreign Nationals* if they possess *Critical* or *Scarce Skills* that cannot be readily sourced within the local labour market, and only where such appointment complies with the requirements of the *Immigration Act* and all applicable *Employment Laws*.

20. DATA PROTECTION & RECORD MANAGEMENT

All *Recruitment, Onboarding, and Verification Data* are stored in line with *POPIA*, within the *Direct Hire ATS* and other HR-approved platforms. Records are retained for seven (7) years.

21. ALIGNMENT TO COMPANY POLICY FRAMEWORK

This Policy aligns with:

- Code of Conduct
- Employment Equity Policy & Plan
- Harassment in the Workplace Policy
- Disciplinary & Incapacity Procedures
- POPIA Compliance Policy
- Health & Safety Induction Guidelines
- Montego Academy / Learner Management System (LMS)
- Data Retention Policy (VI) – storage and destruction rules for recruitment records.

22. RECRUITMENT RECORDS RETENTION

- 22.1 Montego does not retain original identity or work documents. Originals are checked and returned immediately.
- 22.2 Only certified copies are stored in the recruitment file.
- 22.3 Recruitment records are handled under POPIA and retained for seven years per the Data Retention Policy (VI), then securely destroyed.
- 22.4 Access is restricted to authorised HR personnel only.

23. SYSTEM-INTEGRATED FORMS & WORKFLOWS

All previously manual forms (e.g., *Manpower Requisition, Offer of Employment, Interview Guides*) are now digitised and integrated into the *Direct Hire ATS*. These forms may still be referenced during *Training or Internal Audits*, but paper-based versions are no longer used in standard processes.

24. LEGAL MANDATE

The recruitment, selection, and placement of employees in South Africa comply with the legal framework of the *Constitution of the Republic of South Africa, 1996*, as follows:

- Employment Equity Act, 1998
- Labour Relations Act, 1995
- Basic Conditions of Employment 75 of 1997
- Code of Good Practice

Ensuring accountability, the *Selection Process* allows all qualified candidates to compete for a Vacant Position, while Montego Pet Nutrition employees may compete for *Promotion or Transfer*.

25. QUERIES

All queries should be referred to the Human Resources Department for clarification.