CORPORATE POLICY

Recruitment Policy

Document No.	FSC-POL-004
Revision	R1
Effective date	27.10.2026
Approved by	Ilyas Afandiyev, Chief Executive Officer
Classification	Public

FSC Engineering · fscengineering.com.tr

Document control

Revision	Prepared by	Reviewed by	Approved by	Issue date	Notes
FSC0001SPP	Jalya Maharramova	Ilyas Afandiyev	Ilyas Afandiyev	19.11.2024	—
FSC0001SPP-R1	Efsir Suleymanov	Ilyas Afandiyev	Ilyas Afandiyev	27.10.2026	Editorial corrections; signatory titles made consistent

Contents

1. Hiring strategy and process 2. Scope 3. Recruitment procedure (3.1 Job openings · 3.2 Internal recruitment · 3.3 External recruitment) 4. Responsibilities 5. Recruitment process (5.1 Establishing a vacancy · 5.2 Job posting · 5.3 Application forms and CVs · 5.4 Handling applications · 5.5 Short-listing · 5.6 Interview process · 5.7 Reference check · 5.8 Medical check-up · 5.9 Job offer · 5.10 Unsuccessful candidates · 5.11 Probationary period)

1. Hiring strategy and process

The Company is committed to equal employment opportunity. Our objective is to recruit, hire, train and promote into all job levels the most qualified applicants and employees, without regard to race, colour, religion, gender, age, national origin or veteran status.

The Company makes every effort to ensure that its recruiting procedures support an open process in which qualified applicants from all sources receive equal consideration.

All new employees and rehires must provide, in accordance with the Hiring Procedure, proof of identity, their labour book (if applicable) and evidence of eligibility to work in Azerbaijan.

Hiring steps:

- The employee provides documents: personal ID, labour book and social insurance card.
- Medical check-up: for offshore positions, and for onshore positions involving physical activity.
- Employment registration.
- Requests for compulsory insurance, a salary card and medical insurance.
- Internal order.
- Employment application.
- Confidentiality agreement.
- Employment agreement.

The recruitment strategy of FSC Engineering is to attract the best talent and make the best use of it, to apply best practice in employer branding, sourcing, social recruiting and research, and to become the most attractive employer in the market. We look for motivated, enthusiastic and creative self-starters who respect other people.

Our purpose is:

- to ensure that fair, consistent, non-discriminatory and effective practice is applied in all areas and at all stages of the recruitment process;
- to maintain and strengthen the competence of the organisation's workforce;
- to ensure that selection decisions are made consistently, fairly and equitably across the organisation;
- to meet all legislative requirements.

2. Scope

This procedure applies to the recruitment of all categories of personnel.

The Company may amend this Policy from time to time at its discretion; users are informed of changes through amendments to the Policy or by other appropriate means.

This procedure is compiled in accordance with the labour legislation and regulations of the Republic of Azerbaijan.

The Company maintains and practises the principle of equal employment opportunity at all stages of the recruitment process.

The Company is committed to recruiting and hiring employees without regard to race, gender, age, colour, religion, national origin, disability, social or marital status, or habits.

FSC Engineering allows former employees to be re-employed, with prior approval of the CEO, if:

- the former employee left the Company in good standing or as a result of redundancy; or
- the former employee retired and, in certain circumstances, is eligible to be considered for rehire.

The following conditions apply to the re-employment of a former employee:

- there is a vacant position;
- the former employee's knowledge and skills meet the requirements of the vacancy;
- the former employee performed well during their previous employment with the Company;
- the former employee emerges as the best candidate through the standard selection process.

3. Recruitment procedure

3.1. Job openings

A job opening exists when Company Management approves a new position or when an existing position becomes vacant. In either case, the Line Manager of the vacant job sends an Employment Request to the Executive Assistant for the position to be posted. The request must be supported by a completed Job Profile form that clearly sets out the responsibilities of the position. This is an absolute requirement for the Executive Assistant to start recruiting from internal and external sources.

3.2. Internal recruitment

Internal job postings are made by advertising the vacant position in the company newsletter and by e-mail.

Employees who have been in their current job for at least six months and believe they have the qualifications, skills and training required for the open position first discuss their intention to apply with their supervisor. The purpose of this discussion is for the supervisor to give an assessment of the employee's ability to perform the job and to provide information on overall career development.

Employees submit their updated CVs to the Executive Assistant within the specified time limit. After review, the CVs of suitable candidates are forwarded to the supervisor of the open position.

3.3. External recruitment

External recruitment is carried out through job advertising in the media, contacts with colleges and universities, and word of mouth.

Management sets the selection procedure and carries out recruiting, screening, initial interviews, structured interviews (depending on the position) and reference checks, and presents the best candidates to the relevant Line Manager.

The Line Manager has the final say, after a technical interview, on who joins their unit.

If the Line Manager rejects an applicant, the Executive Assistant notifies the applicant.

If the applicant is to be offered the position, the Line Manager communicates the offer, which is the first step of the candidate's entry into the organisation. Before the offer is made, the Executive Assistant approves it to ensure that the pay rate and position are consistent with the company's organisational and salary structures.

4. Responsibilities

The following employees are responsible for the recruitment process:

Responsibility	HR Responsible	Head of HR	Hiring Manager	HOD	CEO
Identifying hiring needs			✓	✓	
Preparation of JD & PS			✓		
Confirmation of JD & PS				✓	
Confirmation of position					✓
Internal advertisement	✓				
External advertisement	✓				
Short-listing of candidates	✓		✓		
Interview arrangements	✓				
Interviewing	✓	✓	✓	✓	✓
Notifying candidates of interview results	✓				
Job offer preparation	✓				
Final candidate selection			✓	✓	
Job offer confirmation		✓		✓	✓
Adaptation programme preparation	✓				
Employment agreement / order preparation	✓				
Signing of employment agreement / order					✓

HR function:

- Ensures that recruitment is transparent.
- Ensures that the Company maintains equal employment opportunities at all stages of the recruitment process.
- Participates in the interview and selection process for all positions.
- Ensures accurate and complete recruitment and selection guidelines and procedures.
- Reviews applications, participates in interviews and recommends the final applicant.
- Monitors recruitment activity and ensures that diversity guidelines are followed for searches within the organisation.
- Coordinates the short-list review.
- Makes sure that a diverse pool of applicants exists.

Recruitment / HR specialists:

- Work with the Hiring Manager to prepare the job description (when necessary) and ensure that proper review and approval procedures are followed at department level.
- Post vacancies internally.
- Post vacancies externally.
- Route applications and CVs for review and selection.
- Participate in interviews as the dedicated HR representative.
- Process the final offer and complete the recruitment documentation.
- Notify interviewees who were not selected.

Line / Hiring Managers:

- Identify hiring needs and develop the position description and candidate specification.
- Select candidates for interview.
- Select the final candidate with the approval of the HOD (when applicable).
- Recruit with good-faith efforts to broaden diversity.

Heads of Departments (Directors):

- Confirm the opening of the vacancy.
- Participate in the selection and interview process.
- Select the final candidate.

5. Recruitment process

5.1. Establishing a vacancy and the authority to recruit

The recruitment process starts with the identification of a vacancy, which may arise from:

- headcount planning; or

- business needs (resignation, dismissal, establishment of a new position, etc.) approved by the CEO.

If the recruitment is planned, i.e. the position is budgeted, the HOD (Hiring Manager) submits a Recruitment Authorization Form (by e-mail, on paper or through the ERP system), approved by the CEO, together with the Job Description and Candidate Specification Form, to the Human Resources Department (HRD). If the position is not budgeted, the Head of HRD escalates the unplanned recruitment to the CFO and the CEO to check whether hiring is possible and to set the salary, grade and benefit package limits.

No recruitment takes place unless the Recruitment Authorization Form has been obtained and signed and the Job Description and Candidate Specification Form has been submitted with it.

5.2. Job posting

The Company promotes a recruitment approach that encourages both internal and external posting of roles. To ensure a fair and consistent approach, HRD first advertises all vacant posts internally, by e-mail, on designated notice boards and on the intranet, using the Vacancy Announcement Form (Appendix 3). An employee applying for an internally advertised role must first obtain the approval of their Line Manager or HOD. If no suitable member of staff is available internally, HRD checks the internal CV database for suitable candidates. If none are found there, HRD arranges external job postings.

All job postings carry a statement of equal opportunities and state a closing date: one week for internal postings and two weeks for external postings.

CVs of referred candidates may come from Company employees, the Hiring Manager or Group HR. If such a candidate has the necessary experience and skills, they go through the standard selection process.

External postings may use, among others:

- internal references;
- recruitment agencies (at least three agencies must be involved to ensure transparency and equal opportunity);
- the Company website (first priority), as well as other public websites, social media and alumni sites;
- newspapers, radio and TV;
- universities and institutes;
- state employment centres;
- job fairs.

5.3. Application forms and CVs

The organisation uses a standard CV or application form.

5.4. Handling applications and CVs

All applications and CVs must be addressed to the HR Department. All applications and CVs delivered by hand or by post must be recorded in the receipt register. All applications and CVs are reviewed

within two weeks of the posting's closing date.

5.5. Short-listing

Initial short-listing is based on whether candidates demonstrate, in their application forms or CVs, that they meet the essential requirements of the candidate specification for the post. The members of the panel (HR and the Hiring Manager) short-list applications using the Interview Evaluation Form (Appendix 5).

The person responsible for short-listing pays particular attention to the person specification and ensures that the same criteria are applied to all applicants.

Normally, no more than 4–6 candidates are short-listed for final interviews. If the number of suitable candidates exceeds this, the desirable criteria in the person specification may also be considered.

5.6. Interview process

Interviews are conducted for all posts.

The interview process may have several stages, depending on the type of post and the number of applicants.

Depending on the level of the position, the interview panel may consist of:

- A. the Hiring Manager;
- B. the HOD and an HR representative (if applicable);
- C. the CEO.

After each interview, the Interview Evaluation Form (Appendix 4) is completed by the HR representative who attended the interview and by all interviewers.

Where appropriate under the Company's organisational structure, a second interview is conducted by an HR representative and the Head of the hiring department (HOD) with the applicants selected in the first interview. The HOD records comments in the Interview Evaluation Form of each interviewee.

The decision whether to hire an applicant is made by the Hiring Manager, their HOD (if applicable), the HR representative and the CEO.

All applicants for managerial positions are interviewed by the Chief Executive Officer (CEO).

To ensure a transparent assessment, an independent expert from within the Company may take part in the interview process in specific cases.

The outcome of interviews is announced to all candidates within a week of the decision. The HR representative informs candidates by e-mail or phone. If the process is delayed beyond the date candidates were told to expect a decision, they are informed of the delay and the revised timescale.

5.7. Reference check

Before the job offer letter is sent to the successful applicant, the organisation obtains at least two reference letters, or verbal references, from the applicant's previous or current employer(s). HR may obtain references by e-mail or phone with the applicant's consent.

5.8. Medical check-up

Before the job offer is made, and subject to successful reference and background checks, the Employer obtains medical check-up results from the applicant confirming that they are fit to work. In some cases, the Employer arranges the medical check-up at its own cost.

5.9. Job offer

After the interview, reference check and medical check-up have been completed successfully, the HR representative prepares an official job offer letter, after confirming the details with the Hiring Manager or HOD and the CEO. Salary and benefits are set according to the Company's internal compensation and benefits system.

If the candidate accepts the job offer, they sign it and tell the HR Department their earliest start date.

5.10. Unsuccessful candidates

All candidates who were not successful at interview are informed of the outcome in writing or by phone.

Where a high response to an advertisement is expected, the initial response letter may state that "only successful candidates will be contacted".

5.11. Probationary period

All appointments are subject to a probationary period, handled in accordance with the legislation of the Republic of Azerbaijan.

APPROVED BY

Chief Executive Officer

Ilyas Afandiyev



Signature and stamp

27.10.2026

Date