CONCEPT

# Nitaqat and Saudization Compliance: Achieving and Holding a Platinum or High Green Band

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**Technical depth:** Practitioner · **Practical mode:** Modelling build

## Introduction

Under Nitaqat Al-Mutawar, the Saudization programme of the Ministry of Human Resources and Social Development MHRSD in Saudi Arabia, an establishment's band decides whether it can obtain visas, renew permits and transfer staff. A new three-year phase began in 2026, and since April 2026 only Saudi employees with contracts documented on Qiwa count towards the rate. This Core Concept course equips HR and workforce managers to calculate their Saudization rate precisely, model the actions that move it and design the retention that holds it. Participants leave with a Nitaqat Band Achievement and Sustainment Plan built on a working rate model.

## Course Objectives

- Calculate the establishment's weighted Saudization rate and Nitaqat band from its Qiwa and GOSI workforce data and the applicable weighting rules
- Build a Nitaqat rate model that tests hiring, attrition, wage and contract scenarios against the Platinum and Green band thresholds
- Identify roles suitable for Saudization using role criticality, competence and MHRSD profession localisation decisions
- Design retention, development and knowledge transfer measures that keep Saudi employees in post
- Control the Qiwa contract documentation and data accuracy on which the calculated rate depends
- Prepare a Nitaqat Band Achievement and Sustainment Plan with a 12-month action timeline for management approval

## Target Audience

- HR managers accountable for the establishment's Saudization rate and Nitaqat band
- Workforce planning managers who forecast headcount and hiring against Saudization targets
- Talent acquisition managers responsible for recruiting and onboarding Saudi talent
- Government relations and establishment compliance managers who maintain Qiwa and GOSI records
- Business unit managers whose staffing decisions affect the establishment's Nitaqat band

## Course Outline

## Day 1: Nitaqat Al-Mutawar and the Establishment's Position

- Nitaqat Al-Mutawar Bands From Platinum to Red and the Qiwa Services Linked to Each
- Economic Activity Classification and Establishment Size Categories Under Nitaqat
- Saudi Employee Weighting Rules: SAR 4,000 Full Count and Half-Count Wage Band
- Qiwa Workforce Data Extract and Band Position Calculation Worksheet
- MHRSD Profession Localisation Decisions Register

## Day 2: Workforce, Competence and Compliance Frameworks

- ISO 30414 Workforce Composition and Turnover Metrics
- ISO 10015 Competence Management for Saudi Talent Development
- ISO 37301 Compliance Obligations Register for Nitaqat and Profession Localisation Rules
- ILO Conventions No. 122 and No. 111: Employment Policy and Fair Treatment
- Role Criticality and Saudization Suitability Matrix

## Day 3: Building the Nitaqat Rate Model

- Rate Model Structure: Inputs, Weightings, Band Thresholds and Outputs
- Hiring Scenario Build With Monthly Saudi and Non-Saudi Headcount Movements
- Attrition and Contract Expiry Sensitivity Analysis
- Wage Adjustment Scenarios Against the SAR 4,000 Full-Count Threshold
- Platinum or High Green Gap Calculation and Required Hiring Schedule

## Day 4: Holding the Band: Risks, Retention and Controls

- Saudi Employee Attrition Drivers and Stay Interview Framework
- HRDF Hadaf Support Programmes and ISO 10015 Development Paths
- Understudy and Knowledge Transfer Programmes Based on ISO 30401
- Qiwa Contract Documentation and GOSI Record Reconciliation Checks
- Fictitious Saudization Red Flags and Violation Risk Register

## Day 5: Modelling Build and the Band Plan

- Contracting Company Case Study: Recovering From a Red or Low Green Band
- Retail Chain Case Study: Saudizing Front-Line and Supervisory Roles
- Rate Model Completion With an Own Establishment's Data
- Nitaqat Band Achievement and Sustainment Plan Drafting
- Management Review Panel and Plan Defence

## Skills You Will Gain

- Saudization Rate Calculation
- Workforce Scenario Modelling
- Role Localisation Analysis
- National Talent Retention
- Knowledge Transfer Planning
- Workforce Data Reconciliation
- Quota Compliance Monitoring
- Headcount Forecasting

## Why Attend This Course

- Return to work with a Nitaqat Band Achievement and Sustainment Plan and a rate model you can update every month
- Predict how each resignation, hire or wage change will move your Nitaqat band before it happens
- Stop losing band status through undocumented Qiwa contracts and GOSI data mismatches that are easy to prevent
- Compare Saudization approaches with managers from contracting, retail, healthcare, hospitality and industry

## Conclusion

A Platinum or High Green band is worth little if it is lost again at the next recalculation. This course moves from how Nitaqat Al-Mutawar bands, weightings and thresholds work, through workforce, competence and compliance frameworks, to building a rate model and the retention, development and Qiwa documentation controls that keep the Saudization rate stable. The final day uses each participant's own data to produce a Nitaqat Band Achievement and Sustainment Plan, giving management a clear view of what it will take to reach the target band and stay there.