HR DELIVERY
Making Sure HR Delivers

MONTHLY NEWSLETTER
NOV 2026
ISSUE 01

SIX JURISDICTIONS. ONE HR BRIEFING.

GULF HR POLICY & LAW

THE HR LEADER'S NEWSLETTER

What changed.
Who is affected.
What HR needs to do next.

Saudi Arabia · Qatar · Oman
Kuwait · United Arab Emirates · Bahrain

50%
SAUDI ARABIA

Accounting Saudisation enters its second phase. [S01]

26 OCT
QATAR

New overseas recruitment agency rules take effect. [S07–S08]

01 JAN
OMAN / 2027

A new recruitment regime moves towards commencement. [S09–S10]

IN THIS EDITION

From legal change to practical HR action.

Recruitment controls, workforce localisation and payroll systems lead this month's agenda. The important distinction is not just **what changed**, but **when it applies—and to whom**.

Saudi Arabia 03
Accounting quota rises to 50%. [S01]
EXISTING RULE / NEW PHASE

Qatar 04
Recruitment agency rules commence. [S07]
NEW REGULATION / IN FORCE

Oman 05
Recruitment rules start in January. [S10]
FUTURE COMMENCEMENT

Kuwait 06
Payroll-system implementation to check. [S11]
CARRY-FORWARD / OPERATIONAL

United Arab Emirates 07
Teaching talent and WPS developments. [S12]
POLICY + OPERATIONAL UPDATE

Bahrain 08
New holiday; insurance changes to review. [S14]
NEW DECREE + CARRY-FORWARD

A legal update becomes useful when it has an owner, a date and an evidence trail.

Read for decisions

Use the country briefs to identify exposure. Turn the compliance diary on page 9 into accountable tasks. Page 10 translates the issue into knowledge-base updates for your HR advisory service.

Read within scope

Occupation, sector, establishment size, worker status and employment regime can change the answer. Do not transfer a rule from one country—or free-zone regime—to another.

PUBLICATION STANDARD

"HR action" panels are editorial implementation recommendations. They do not create legal duties. Linked sources and verification limitations are on pages 11–12. This newsletter provides professional awareness, not individual legal advice.

COUNTRY BRIEFING / 01

Saudi Arabia

01

NATIONALISATION · WELFARE · IMMIGRATION

Accounting Saudisation moves to 50%.

A new phase of an existing requirement—and several near-term implementation dates—demand an occupation-level review.

IN FORCE / NEW PHASE **HIGH HR PRIORITY**

LEGAL INSTRUMENT	ISSUED	PHASE COMMENCED
Decision 103108	**26 January 2025**	**27 October 2026**

What has changed

The covered accounting-profession quota rises from 40% to **50%** for private-sector establishments employing **five or more people in covered accounting occupations**. This is not a new October law; it is the second phase of the 2025 decision. [S01]

Counting correctly matters

The official guide requires relevant professional accreditation and registered monthly wages of at least **SAR 6,000** for bachelor's-degree holders or **SAR 4,500** for diploma holders to count. Confirm the precise qualification and counting rules, including special treatment of licensed accounting firms. [S01]

Worker accommodation: plan now

An official reminder on **29 October** confirms the final phase for establishments with fewer than **250 targeted workers** from **1 February 2027**. Check eligibility and use licensed accommodation, whether owned or contracted. [S02]

HR DELIVERY / ACTION

Audit the actual workforce.

1. Match accounting occupational codes to actual duties, not job titles alone.
2. Validate Saudi headcount, accreditation and social-insurance wage records.
3. Assign HR and facilities a joint accommodation licence and supplier review.

Suggested owner: **HR operations + compliance**

Time-limited immigration route

A two-month regularisation initiative began on **11 October 2026** for eligible Yemeni nationals. Relevant channels are Qiwa and Musaned. Confirm immigration status, qualifying conditions and the live closing date before submitting a case. [S06]

Also approaching

Selected sports and fitness occupations: **18 November 2026**. Tourism phase two: **3 January 2027**. Covered project management roles: **70% from 14 February 2027**. Each has its own scope and thresholds. [S03] [S04] [S05]

AI update: change the accounting phase date and rate; retain occupational scope and counting conditions. Do not replace the whole Saudisation framework with a single percentage.

COUNTRY BRIEFING / 02

Qatar

02

OVERSEAS RECRUITMENT · AGENCY GOVERNANCE

Stronger rules for recruitment intermediaries.

Decision 61/2026 changes the agency regulatory framework. Employers using agencies should review the quality of their supply chain.

NEW REGULATION / IN FORCE | **TRANSITIONAL PERIOD**

ISSUED	GAZETTE 20	COMMENCED
14 October 2026	**25 October 2026**	**26 October 2026**

The regulatory change

Minister of Labour **Decision 61/2026** replaces the framework under Decision 8/2005. It addresses licensing and ownership conditions, agency financial security, approved contracts, accommodation, records, reporting and sanctions. [S07] [S08]

QAR 750k

Financial guarantee for the regulated recruitment agency—not a universal employer or worker charge. [S07] [S08]

Why this matters to HR

Poor recruitment practices can affect workers before their first day of employment. Review the agency's licence, fee arrangements, accommodation responsibilities and contract controls—not simply its ability to supply candidates.

HR DELIVERY / ACTION

Recheck agency assurance.

1. Obtain evidence of valid licensing and the agency's plan for the new requirements.
2. Review recruitment agreements, worker protections, charges and complaint channels.
3. For an agency business, assign a formal legal compliance review of the entire decision.

Suggested owner: **Recruitment + procurement + legal**

Three months is not a new expiry date for every licence

The decision allows a three-month adjustment period, with ministerial power to extend it. The initial period points to approximately **26 January 2027**; verify the legal calculation and any extension before relying on that date. [S08]

Scope and source caution

The government news report and published legal-text reproduction support this summary. Obtain the authenticated gazette and applicable forms before issuing definitive case-level guidance. Agency obligations must not be applied indiscriminately to ordinary employers. [S07] [S08]

AI update: tag the rule to licensed overseas recruitment activities; separate the agency guarantee from employer costs and worker protections. Stage a review of the transition deadline.

COUNTRY BRIEFING / 03

Oman

03

RECRUITMENT REGULATION · FUTURE COMMENCEMENT

Prepare the agency network for January 2027.

The new recruitment framework is published, but its commencement is still ahead. Use the lead-in period for supplier and contract readiness.

NEW REGULATION / FUTURE START | PREPARE NOW

LEGAL INSTRUMENT	GAZETTE 1669	COMMENCEMENT
Decision 390/2026	**11 October 2026**	**1 January 2027**

What changes

Ministry of Labour **Decision 390/2026** introduces a new framework for the business of recruiting non-Omani workers, replacing Decision 1/2011. It covers licensing, ownership conditions, contractual arrangements, financial security, records and worker welfare. [S09] [S10]

Existing licences

The reproduced instrument provides for existing licences to continue until expiry, with renewal under the new framework. Do not treat the commencement date as automatic cancellation of every existing licence. [S10]

Why HR should care

Recruitment is a procurement relationship and a worker-welfare process. Confirm responsibility for documentation, accommodation, fees and failed placements; embed these controls in supplier assurance.

> **Financial guarantees need precise scope**
>
> Confirm the exact amount and branch-level rules in the authenticated instrument. An agency guarantee is not a general employer deposit.

01 JAN

2027
Commencement date—not the date of publication. [S10]

HR DELIVERY / ACTION

Build a readiness file.

1. List active recruitment agencies, licence details and renewal dates.
2. Review contracts, worker-fee controls, accommodation and welfare arrangements.
3. Obtain the official full text and confirm any agency-specific financial and operating requirements.

Suggested owner: **HR + procurement + local counsel**

Evidence limitation

The official listing was located, but the full primary text was not retrievable. Details were cross-checked against a legal-text reproduction. Use this as a preparation brief, not a compliance sign-off. [S09] [S10]

AI update: retain a future-effective version until 1 January 2027. Do not answer a current query as though a future commencement has already occurred.

COUNTRY BRIEFING / 04

Kuwait

04

PAYROLL · WAGE PAYMENT INFRASTRUCTURE

A payroll implementation to check—not a new law.

No material new, generally applicable HR enactment was verified for the reporting window. A recent payment-system launch remains operationally important.

CARRY-FORWARD / OPERATIONAL | **MONITOR IMPLEMENTATION**

SYSTEM	LAUNCHED	REPORTING TREATMENT
Kuwait Wage Payment System	**28 September 2026**	**Earlier development**

What the announcement says

The Central Bank of Kuwait announced the launch of **KWPS** to support electronic private-sector salary transfers and strengthen monitoring. The Central Bank manages the technical platform; the Public Authority for Manpower oversees employer compliance. [S11]

What it does not establish

The launch announcement alone does not establish a new universal employer deadline or every technical submission requirement. It should not be described as an October amendment to wages, leave or termination rights. [S11]

Why HR needs to act

Payroll changes often fail at the hand-off between HR data, the payroll file, banking instructions and exception management. A system launch is a prompt to test that chain and obtain current instructions from the bank and competent authority.

> Payment evidence matters as much as payment instructions.

HR DELIVERY / ACTION

Test the wage-payment chain.

1. Ask the payroll bank and relevant authority which onboarding or reporting instructions apply.
2. Reconcile employee, wage and bank data before submission.
3. Retain transfer confirmations, rejection reports and evidence that exceptions are resolved.

Suggested owner: **Payroll + finance + HR operations**

No verified change is not “no change”

This issue did not establish a material new general HR enactment in Kuwait between 11 October and 1 November. That is a statement about the evidence reviewed—not a guarantee that every gazette, sector notice or implementation circular is unchanged.

Keep the legal baseline separate

Store wage-entitlement rules separately from payment-platform instructions. A technical upgrade should not silently change contractual pay, deductions, due dates or statutory rights in an HR system.

AI update: add KWPS as an operational development dated 28 September 2026. Require current bank or regulator instructions before advising on technical compliance.

COUNTRY BRIEFING / 05

United Arab Emirates

05

PRIVATE EDUCATION · EMIRATISATION · PAYROLL

Two developments. Two different scopes.

A teaching-focused policy in Abu Dhabi and an expansion of the wage-protection network require different HR responses.

SECTOR POLICY ANNOUNCEMENT | **OPERATIONAL UPDATE**

ADEK ANNOUNCEMENT	AFFECTED SECTOR	WPS UPDATE
23 October 2026	**Abu Dhabi private schools**	**28 October 2026**

Teaching talent in Abu Dhabi

ADEK announced an Emiratisation policy for teaching positions in Abu Dhabi private schools, complementing federal requirements. The five-year programme aims to support more than **2,000 UAE nationals** entering teaching, initially focusing on subjects including Arabic, Islamic Studies and Social Studies. [S12]

> **A programme ambition is not a school quota**
>
> The 2,000 figure is not a requirement for each school. Obtain the applicable ADEK policy and institution-specific communications to establish targets, eligible posts and implementation dates. [S12]

Wage protection: network expansion

The upgraded WPS, launched in **December 2025**, was reported to have **17 participating financial institutions** on 28 October 2026, following the addition of seven partners. This is an operational expansion, not a newly enacted wage law. [S13]

HR DELIVERY / ACTION

Use the right implementation route.

1. For Abu Dhabi private schools, confirm the relevant teaching targets and build a local talent pipeline.
2. For payroll teams, assess approved banking options without changing legal pay obligations.
3. Confirm the employer's mainland, DIFC, ADGM or other employment regime before advising.

Suggested owner: **Education HR / payroll / compliance**

17

Participating financial institutions in the WPS update. An infrastructure measure—not a new employment entitlement. [S13]

Keep the policy local

Store the ADEK policy under Abu Dhabi private education—not as a general rule for every UAE employer.

AI update: limit ADEK content to the correct emirate and education population. Keep WPS partner information in the operational layer, not in statutory entitlement calculations.

COUNTRY BRIEFING / 06

Bahrain

06

PUBLIC HOLIDAYS · SOCIAL INSURANCE

A new calendar date. A separate payroll watchpoint.

Plan for the new official holiday and review an earlier social-insurance amendment without conflating the two.

NEW HOLIDAY DECREE | INSURANCE / CARRY-FORWARD

HOLIDAY INSTRUMENT	ISSUED	NEXT OCCURRENCE
Decree 54/2026	**15 October 2026**	**1 June 2027**

1 June joins the official calendar

Decree 54/2026 amends Decree 5/1973 to add **1 June** as the annual **Day of Pledge and Loyalty**. The decree provides for commencement on the day after publication in the Official Gazette. [S14]

Translate the calendar carefully

HR should update 2027 planning, then confirm the governing private-sector provisions and implementing arrangements for leave, staffing and any compensation. Do not infer a particular premium-payment calculation from the holiday decree alone.

An earlier social-insurance change

Decree-Law 44/2026, issued 5 October, was published on 8 October and became effective on **9 October 2026** —before this reporting window. It provides for a Cabinet-set contribution wage basis affecting covered first-time registrants after commencement. [S15] [S16]

01 JUN

2027
Next occurrence of the new annual official holiday. [S14]

HR DELIVERY / ACTION

Update plans; verify calculations.

1. Add the holiday to planning references and confirm the applicable employment treatment.
2. Identify first-time social-insurance registrations potentially affected by the amendment.
3. Obtain Social Insurance Organisation instructions and any implementing decision before changing payroll.

Suggested owner: **HR policy + payroll + local counsel**

A contribution basis is not a minimum wage

This is not a new general minimum salary. Apply the correct employee cohort and contribution framework, subject to implementing decisions. [S15]

AI update: maintain separate records for holiday designation and employment entitlements. Tag the insurance amendment as a pre-period carry-forward item, not an October-window discovery.

DATES TO PUT IN THE WORKPLAN

The next deadlines.

A consolidated implementation view. Scope checks remain essential: these are not universal requirements for every employer.

27 OCT 2026 · IN FORCE	**Saudi Arabia / accounting** 50% for covered accounting professions. Validate counting rules and evidence. [S01]	**SUGGESTED OWNER** HR operations
18 NOV 2026	**Saudi Arabia / sports** Selected sports and fitness occupations enter implementation. Check the applicable threshold. [S03]	**SUGGESTED OWNER** Workforce planning
01 JAN 2027	**Oman / recruitment** New agency regulations commence. Complete supplier and contract readiness reviews. [S10]	**SUGGESTED OWNER** Recruitment + procurement
03 JAN 2027	**Saudi Arabia / tourism** Second programme phase. Check the covered occupations and required percentages. [S04]	**SUGGESTED OWNER** Sector HR lead
≈26 JAN 2027 · VERIFY	**Qatar / recruitment** Initial three-month adjustment period points to this date; confirm calculation and any extension. [S08]	**SUGGESTED OWNER** Agency compliance
01 FEB 2027	**Saudi Arabia / accommodation** Final phase for establishments with fewer than 250 targeted workers. Check licensing and scope. [S02]	**SUGGESTED OWNER** HR + facilities
14 FEB 2027	**Saudi Arabia / project management** 70% for covered roles. Apply the correct occupation codes and establishment threshold. [S05]	**SUGGESTED OWNER** Workforce planning
01 JUN 2027	**Bahrain / official holiday** Next annual occurrence. Confirm employment treatment before configuring payroll. [S14]	**SUGGESTED OWNER** HR policy + payroll

Use this diary as a planning aid. Confirm the operative instrument, amendments and extensions before a deadline-based decision. Saudi Arabia's Yemeni-worker initiative is time-limited; check its live application window separately. [S06]

FOR HR DELIVERY'S ONLINE ADVISORY SERVICE

Keep the AI current. Keep the legal boundaries.

A newsletter is a review queue—not an automatic instruction to overwrite live legal answers. Every rule needs scope, dates, evidence and approval.

COUNTRY	CONTENT TO REVIEW	RELEASE CONTROL
Saudi Arabia	Accounting phase and counting rules; upcoming localisation dates; accommodation; temporary immigration route. [S01–S06]	Preserve role and worker scope.
Qatar	Recruitment agency licensing, financial security and transitional compliance. [S07–S08]	Do not apply agency duties to all employers.
Oman	Future recruitment framework, licence continuity and supplier readiness. [S09–S10]	Stage activation; verify full text.
Kuwait	KWPS launch and current operational instructions. [S11]	Do not invent a legal deadline.
UAE	Abu Dhabi teaching policy and WPS network information. [S12–S13]	Separate sector policy from pay rules.
Bahrain	Official holiday designation; earlier insurance contribution-basis amendment. [S14–S16]	Verify entitlements and payroll instructions.

A four-stage publishing control

01 / Capture
Save the source, version and verification date.

02 / Qualify
Set status, jurisdiction and population.

03 / Review
Approve consequential advice with legal review.

04 / Release
Publish the right version; schedule the next check.

Minimum record fields

Country and regime; sector; employer and worker category; instrument; issue, publication, commencement and compliance dates; source; last verified date; version; reviewer and approval.

Escalate before advising

Escalate incomplete rules on payroll, termination, penalties, immigration, statutory leave and individual rights to qualified local counsel. Never fill a legal gap with a plausible answer.

Keep these concepts separate

Agency guarantees ≠ worker fees. Programme targets ≠ every employer's quota. Platform announcements ≠ legislation. Publication dates ≠ commencement dates. "No verified change" ≠ "no change".

EVIDENCE YOU CAN FOLLOW

Sources & verification.

Select “Open source” to inspect the underlying record. Official instruments and regulator publications are prioritised; reporting and legal-text reproductions are identified explicitly.

S01

Saudi Arabia | Accounting Saudisation

HRSD • Procedural Manual for Accounting Professions

Decision 103108, issued 26 January 2025. Phase table and counting rules; second phase begins 27 October 2026. Official guidance.

Open source ↗

S02

Saudi Arabia | Worker accommodation

Saudi Press Agency • 29 October 2026

Official reminder of the final targeted accommodation phase, beginning 1 February 2027. Check establishment and worker scope.

Open source ↗

S03

Saudi Arabia | Sports occupations

HRSD • Sports and fitness localisation announcement

Official announcement identifying the selected occupations and implementation from 18 November 2026.

Open source ↗

S04

Saudi Arabia | Tourism occupations

Saudi Press Agency • 22 April 2025

Official announcement of the phased tourism programme; second phase scheduled for 3 January 2027.

Open source ↗

S05

Saudi Arabia | Project management

HRSD • Project management localisation announcement

Official announcement of the 70% requirement from 14 February 2027. Check the covered occupations and establishment threshold.

Open source ↗

S06

Saudi Arabia | Yemeni worker regularisation

Saudi Press Agency • 11 October 2026

Official operational announcement of a two-month regularisation route. Eligibility and application closure require live checking.

Open source ↗

S07

Qatar | Overseas recruitment agencies

Hukoomi • Government news portal • 26 October 2026

Government-hosted report on Decision 61/2026, referencing Official Gazette 20 of 25 October 2026. This is reporting, not the gazette text itself.

Open source ↗

S08

Qatar | Transitional and commencement clauses

Al Sharq • Legal-text reproduction • 25 October 2026

Reproduces Decision 61/2026, including Articles 27–29. Used to corroborate the three-month period, repeal and commencement. Obtain the gazette for case-level reliance.

Open source ↗

How to use the evidence

Read the operative instrument and its scope before implementing. Announcements help identify a development; they do not necessarily contain every exemption, definition or transition rule. An official-hosted news item is not the same as the authenticated gazette text.

EVIDENCE YOU CAN FOLLOW

Sources & verification.

Select “Open source” to inspect the underlying record. Official instruments and regulator publications are prioritised; reporting and legal-text reproductions are identified explicitly.

S09

Oman | Recruitment agency regulation

Ministry of Justice and Legal Affairs • Decision index

Official listing for Decision 390/2026. The complete primary text was not retrievable during this production check.

Open source ↗

S10

Oman | Decision 390/2026

Qanoon.om • Legal-text reproduction

Reproduced Decision 390/2026 and Gazette 1669 details (11 October 2026), supporting commencement on 1 January 2027. Obtain an authenticated copy for case-level reliance.

Open source ↗

S11

Kuwait | Wage Payment System

Central Bank of Kuwait • 28 September 2026

Official KWPS launch announcement. Supports the operational description, not a newly inferred October deadline.

Open source ↗

S12

UAE | Abu Dhabi private education

Abu Dhabi Media Office / ADEK • 23 October 2026

Official policy announcement. Obtain school-specific targets and deadlines from the applicable ADEK policy and communications.

Open source ↗

S13

UAE | Wage Protection System expansion

Emirates News Agency (WAM) • 28 October 2026

Official reporting of 17 participating financial institutions and the December 2025 platform launch. An operational update, not a new statutory rule.

Open source ↗

S14

Bahrain | New annual official holiday

Legislation and Legal Opinion Commission • Decree 54/2026

Official text, issued 15 October 2026, amending Decree 5/1973. Establishes 1 June and commencement on the day after gazette publication.

Open source ↗

S15

Bahrain | Social insurance contribution basis

Legislation and Legal Opinion Commission • Decree-Law 44/2026

Official text, issued 5 October 2026. Articles 1–2 address the contribution basis and first-time registration cohort; Article 4 addresses commencement.

Open source ↗

S16

Bahrain | Social insurance publication date

Legislation and Legal Opinion Commission • Registry

Official listing records publication on 8 October 2026 in Gazette 3909. Read with S15: commencement is the following day, 9 October 2026.

Open source ↗

Research and publication limitations

Reporting window: **11 October–1 November 2026**. This edition adapts the monthly briefing with a publication-stage source check. Full primary-text access was incomplete for some Qatar and Oman details; country briefs identify the limitations. No additional material changes were established in the reviewed source set. This is not an exhaustive gazette certification.

Obtain local legal advice for individual decisions. This is not a counsel-approved legal opinion or binding AI guidance. Urgency labels are editorial recommendations.

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