

1 POLICY STATEMENT

- 1.1 The Company recognises its staff as being fundamental to its success. A strategic and professional approach to recruitment processes help enable the Company to attract and appoint staff with the necessary skills and attributes to fulfil its strategic aims, and support the Company's values.
- 1.2 The Company is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is systematic, efficient, and effective and promotes equality of opportunity.
- 1.3 Recruitment should be treated as a key public relations exercise, the way it is managed affects the Company's image, and consequently its ability to attract and appoint high calibre staff.
- 1.4 This policy has been designed to provide a flexible framework which promotes good practice, adopts a proactive approach to equality and diversity issues and supports fully the Company's core business.
- 1.5 Guidelines which form the basis for the implementation of this policy are also provided. They have been designed to maximise flexibility to meet the needs of all areas. For these reasons, while still ensuring that the Company complies with relevant legislation any significant variations in practice must be discussed with our HR advisors to minimise risk to the Company.
- 1.6 Professional advice and support is available at all stages of the recruitment process from the HR advisors.

2 SCOPE

- 2.1 This policy applies to the internal and external recruitment and selection of all staff to and within the Company.
- 2.2 All employees involved at any stage of the recruitment and selection of staff should be aware of and adhere to the contents of this policy. In addition, any external consultants, recruitment agencies or external experts who assist in the recruitment process must act in accordance with this policy. The appointing manager is responsible for providing such external parties with this policy prior to their involvement in the recruitment process.

3 AIMS

- To ensure that recruitment processes are fit for purpose
- To appoint the best person for each position
- To ensure equality of opportunity for all applicants
- To ensure compliance with the Company's Equal Opportunities Policy and relevant employment legislation
- To promote the Company's values
- To meet the Company's operational requirements and strategic aims.

4 PRINCIPLES

4.1 GENERAL PRINCIPLES

- 4.1.1 All employees involved in the recruitment process should ensure that they have appropriate training. Staff involved in the recruitment process should be aware of their responsibilities under the relevant legislation. The Company aims to secure equality of opportunity in all its activities, and in this respect all staff should maintain a positive attitude towards equality of employment.
- 4.1.2 If a member of staff involved in the recruitment process has a close personal or family relationship with an applicant they must declare this as soon as they are aware of the individuals' application.
- 4.1.3 Documentation relating to applicants will be treated with the utmost confidentiality and in accordance to the Data Protection Act (DPA). Applicants will have the right to feedback and to access any documentation held on them in accordance with the DPA.

4.2 PREPARATION STAGE

- 4.2.1 The recruitment and selection process should not commence until an Authority to Recruit form (HR1) is completed and a full evaluation of the need for the role against the area's strategic plans and budget has been completed.
- 4.2.2 The recruitment of staff will take into account the Company's need for new ideas and approaches and support the Company's commitment to delivering an efficient service to its clients.

4.3 OBTAINING CANDIDATES

- 4.3.1 As a minimum all positions will normally be advertised internally. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In extenuating circumstances the Managing Director, in consultation with the HR Advisor, may waive the need to advertise. This is likely to include the following circumstances:
- Where positions may provide suitable alternative employment for existing staff whose post has been identified for redundancy, including the termination of fixed term contracts or following a restructuring exercise.
 - Positions requiring specialised expertise where the Managing Director can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position.
 - Where the Managing Director can verify that the work is required for a specific purpose of no greater than three months duration.
- 4.3.2 Positions will be advertised using the most appropriate and cost effective medium to maximise the number of suitably qualified candidates. This may include local, national and international publications and web sites and should adhere to the Company's visual identity.
- 4.3.3 Applicants will be treated with respect and provided with sufficient information to make informed decisions regarding their suitability for the role. To this end relevant background information may be

helpful, e.g. work experience, specific knowledge of environmental objectives etc

4.4 SELECTION PROCESS

4.4.1 The selection process should be:

- Transparent
- Timely and cost effective
- Equitable
- Free from conflict of interest

4.4.2 All recruitment will be based on agreed job descriptions and person specifications. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed against agreed selection criteria, based on relevant knowledge, skills, competencies, experience and qualifications to perform the role as outlined in the person specification. All decisions must be recorded.

4.4.3 Short listing must be undertaken by at least two individuals who are involved in the interviewing process. Interviews should normally be conducted by at least two people, and all interviews for one post must be conducted by the same people. In order to promote equality of opportunity selection committees should, wherever possible, be of mixed race and gender composition.

4.4.4 Any skills tests (e.g. presentations) must be directly related to the role and measured against objective criteria, and presentations for one post must be assessed by the same persons. Candidates must be notified of the details of any skills test when they are invited for interview.

4.4.5 Interview questions must relate to the job requirements as exemplified in the person specification and the candidate's suitability for the position. The person specification should be used as the basis for determining the interview questions.

4.4.6 The choice of appointee will be determined by the majority view of the interviewers.

4.5 THE EMPLOYMENT CONTRACT

4.5.1 At the end of the recruitment process all records must be handed to the Human Resources function who will retain them for twelve months in case of requests for feedback or the threat of litigation.

4.5.2 Offers of employment are conditional upon receipt of satisfactory references, confirmation of the right to work in the UK, and any other appropriate checks.

5 MONITORING AND REVIEW OF POLICY

In order to monitor compliance with and the effectiveness of the Company's Recruitment and Equal Opportunities Policies a member of the Human Resources function may be invited to or elect to be present at any stage of the recruitment process. This policy will be reviewed biannually.

6 APPROVAL

Approved by the Board of Directors