

Recruitment & Selection Policy

May 2024



RECRUITMENT & SELECTION POLICY

Section 1: Scope

This is a central Human Resources Policy containing the principles under which Cory Group and its subsidiary companies (trading as “Cory”) will attract and recruit its workforce on a national basis. It is to be used as a framework for all contracts or business specific policies covering Recruitment & Selection or promotion selection processes.

Section 2: Policy statement

The Company aspires to be the “employer of choice” within the waste and resource management industry. To fulfil this aim, the Company will source its workforce from the best available pool of talent either internally or externally, without compromise. It is only through recruiting people at all levels who have the necessary skills, knowledge, experience, aptitude, capability and potential that the organisation will flourish in the future.

The Company’s Diversity, Equal Opportunities & Inclusion policy will apply in all cases of recruitment and selection or promotion in accordance with the relevant employment legislation to ensure that no unlawful discrimination or harassment takes place. Any breach of the Company’s Diversity, Equal Opportunities & Inclusion policy will be viewed very seriously and may result in disciplinary action being taken.

Section 3: Preventing discrimination in the recruitment & selection process

- **3.1** The Company operates a zero tolerance policy towards any form of unlawful discrimination or harassment during the recruitment and selection or promotion process on grounds of race, colour, nationality, ethnic origin, national origin, sex, sexual orientation, gender reassignment status, being married or a civil partner, religion, belief, disability, age, trade union membership or non-membership of a trade union.
- **3.2** The Company will not tolerate harassment of applicants, or unlawful discrimination against them at any time during the recruitment process or in the terms that are offered.
- **3.3** The recruitment process includes specifying the job, advertising the job, the application process, the processes of selection, the location and timing of interviews, interviewing arrangements, assessment techniques, interviewing, selection criteria, and any other activity forming part of the recruitment and selection or promotion process.

- **3.4** With specific regard to advertising, the Company will not publish or cause to be published any advertisement that indicates an intention to discriminate. In respect of disability in particular, the content of any advertisement will not directly or indirectly contain wording which indicates that: (i) the applicant must not have any particular disability; (ii) the applicant must not have had any particular disability in the past, or; (iii) shows any reluctance to comply with a duty to make reasonable adjustments. Within this context, the Company acknowledges that 'advertisement' includes every form of advertisement or notice, whether to the public or not, and includes: newspapers, other kinds of publication, television or radio, display of notices, exhibition of pictures, computer-based communications and so on.
- **3.5** Within the recruitment and selection process, the Company will ensure that no employee gives instructions to another employee or to an organisation assisting the Company, e.g. an agency, the Job Centre, etc., to commit an unlawful act of discrimination or brings pressure to bear on them to do so.
- **3.6** In addition to observing its legal obligations, the Company is committed to following the best practice standards in the recruitment and selection or promotion process for preventing discrimination/harassment.
- **3.7** In recognition of the significant part that HR specialists, managers and supervisors have to play in the recruitment and selection process and the responsibilities involved, training in recruitment and selection techniques designed to prevent discrimination will be provided as and when required.
- **3.8** Where the Company takes over the responsibility for the running of a public service, then to assist the relevant public body to continue to comply with the specific employment duty as set out in the Race Relations Act 1976 (Statutory Duties) Order 2001, the Company will monitor, by reference to racial groups the applicants for employment and promotion, from each such group and publish the results of the monitoring annually.

Section 4: Recruitment planning

The following steps should be undertaken before commencing any recruitment activity;

- **4.1** The relevant manager should produce comprehensive Resourcing Plans to cover expansion, anticipated project wins and changes in the employment market. These will ensure that any recruitment activity undertaken will be conducted in a planned and co-ordinated manner, wherever possible.
- **4.2** The relevant manager should prepare and update Succession Plans that identify individuals within teams who have the future potential to grow beyond their current role. This will encourage people to develop their careers with the Company and ensure their capability is maximised.
- **4.3** Where a vacancy arises to fill a new or expanded role, the grade and associated salary/benefits package should be determined prior to advertisement. External and internal benchmarking should be carried out to ensure consistency within the role's immediate peer group and with the wider marketplace.

- **4.4** Vacancies will be properly scoped in a Role Profile - defining the exact nature of the position, accountabilities and decision-making authority. In tandem, the qualifications, skills, and experience necessary for success should be identified.
- **4.5** Vacant positions will not be advertised or filled unless appropriate prior written authorisation to recruit has been obtained from the appropriate manager. Approval must be given against a projected salary/benefits package in addition to the cost of the hiring process.
- **4.6** Once authority has been given by the accountable Director/Manager the vacancy (ies) MUST be notified to the HR Manager if Grade 10 or above before any further action is taken.
- **4.7** The nature of the involvement of the HR Department will vary according to the approach agreed between the HR Department and the accountable Manager. This will vary from simply ensuring that objective and fair procedures will be utilised, through to full involvement at all stages.

However:

- For all vacancies at Grade 12 and above, the HR Department will be involved in all stages of selection
- For all vacancies at Grade 14 and above, the HR Director will be involved in all stages of selection.

Section 5: Targeted selection

- **5.1** All roles will be advertised internally and/or locally, unless: -
 - Targeted succession has already taken place in a fair, objective and non-discriminatory manner;
 - A suitable candidate exists who is under notice of redundancy or is available for redeployment due to business rationalisation;
 - It is a specialist role requiring a unique skill-set or specific industry/customer experience and these are unlikely to be found internally;
 - An urgent need arises on a new business project or to fulfil a particular customer requirement;
 - The role is business critical and to advertise it internally could impact negatively within the organisation vis-à-vis customer relations.

A discussion regarding the placement should take place between the relevant manager and the HR Department and/or Director dependant on the grade of job.

- **5.2** Should it be necessary to source candidates from outside the Company, the most effective, timely and cost-efficient method of hiring should be sought. Consideration must be given to the target audience and where the best/most appropriate response will be derived from while publishing the vacancy to the widest possible audience that is reasonably practicable (see 5.4 below).
- **5.3** Any external job advertisements, whether they are placed locally or nationally, should be of professional appearance and project a positive image of the organisation. Where used the Company's approved logo should be used at all times, as should its agreed typeface, colour-ways and layouts. (For further details, please contact the HR Department).
- **5.4** Any recruitment advertising should seek to attract suitable candidates from as broad a local population as possible. In this way, the spread of applicants will form a better representation of the community in terms of ethnic mix, religion, disability, sexual orientation etc.
- **5.5** Professional recruitment services, such as employment agencies or search & selection companies, should be asked to present a fully costed proposal before any commitment is made to use them. The terms of the agreement should be examined closely and only signed once they have been proven competitive. Where there are areas of doubt, legal advice should be sought and the Company's legal department shown the contract to ensure its clauses do not bind the Company into a restrictive or non-competitive agreement.
- **5.6** The Company will not offer financial incentives to reward employees for recommending friends or relatives to fill vacancies. The Company discourages nepotism in order to employ a balanced and diverse workforce.

Section 6: Interviewing and assessment

- **6.1** The selection process should be planned carefully in advance and objective methods used to determine those candidates suitable for interview and eventual hire. The Company endorses the use of aptitude tests, competency-based selection and assessment centres to supplement the usual interviewing process, which should be designed, with the aid of HR if required, to ensure that they do not inadvertently unlawfully discriminate against certain candidates.
- **6.2** All candidates who have been selected for the final interview stage for positions equivalent to grade 10 and above may be required to undergo appropriate verbal, numerical, psychometric and personality assessments. This will not apply to internal candidates who have recently undertaken these assessments. These tests can be used for jobs that are below grade 10, if following discussions between the Manager and HR they are deemed to be required and beneficial.

These tests will only be used under the strict guidance of an appropriately trained assessor. Where requested, feedback should be promptly provided.

- **6.3** Line Managers should ensure they are properly prepared before assessing candidates and are aware of how to structure and conduct an interview. General Managers, with the assistance of HR, must ensure

that Line Managers who are required to undertake recruitment and selection on behalf of the Company are adequately trained to reflect the level of position that they are recruiting for.

- **6.4** All candidates whose application indicates a high level of suitability to the vacancy should be interviewed.
- **6.5** The Company's Diversity, Equal Opportunities & Inclusion Policy will be adhered to at all times during the interviewing and assessment process to ensure that discrimination does not occur.
- **6.6** All candidates must be treated in a professional manner, creating a good impression of the Company and its employees in every respect.
- **6.7** Candidates should be given an accurate representation of the role, corresponding to the advertisement. Where possible, they should be provided with a copy of the Role Profile, organisation chart appropriate to the vacancy and any relevant company literature. (It may be beneficial to provide these documents prior to interview).
- **6.8** Where an external third party is conducting initial interviews on behalf of the Company, all steps must be taken to ensure that this organisation and its consultants project an accurate and professional image of Cory Environmental. The brief between the Company and the third party, together with interview questions (and technique) must be agreed prior to any interviewing taking place, by either the HR Department or the Manager.

Section 7: Post-selection (Including Vetting)

- **7.1** Once a selection decision has been made, all unsuccessful candidates must be informed of this as soon as possible. Internal candidates must be afforded the same professionalism as shown to those applying from outside the Company.
- **7.2** Within a reasonable timescale, an offer letter and a statement of employment terms must follow verbal offers of employment. As evidence of accepting the offer the successful candidate should be required to sign their contract of employment immediately and return it to the Company. An acceptable commencement date should be agreed as soon as possible and, during this time, plans made for the person's arrival thereby completing such domestic issues as e-mail address, computer, business cards, uniform, hire car etc.
- **7.3** In cases of internal recruitment, the employing Manager should agree a mutually acceptable release date with the successful candidate's Line Manager. This should take place once the offer has been accepted. In the event that agreement cannot be reached, the candidate should not be expected to work more than his/her normal contractual notice period (to a maximum of 3 months) before commencing the new role. The HR Manager will immediate any further instances of dispute.

- **7.4** It is recommended that at least two written references and, if applicable, a completed medical history report supplement all external appointments. In cases where a poor or unsatisfactory reference is received or a previous employer will not provide a reference advice from the HR Department must be sought.
- **7.5** Where a specific qualification is required for the performance of the role (for example an accountancy qualification) evidence of this qualification, that is acceptable to the Company, must be presented by the candidate, a copy of which must be taken and kept on file.
- **7.6** All appointments to positions, subject to the requirements of the position, undergo a medical assessment prior to starting with the Company. Candidates required to undergo a pre-hire medical examination must be given written confirmation that any results will remain confidential.
- **7.7** All successful candidates must provide written proof that they are eligible to work in the UK in accordance with Section 8 of the Asylum and Immigration Act 1996. Details of acceptable documents as set out in the Immigration (Restrictions on Employment) Order 2004 SI No 755/2005 are available from the HR Department.
- **7.8** Any gaps in a candidate's employment history that are longer than 30 days must be adequately explained.
- **7.9** Where appropriate and allowed by statute relevant DBS checks will be required.
- **7.10** An appropriate induction programme must be arranged for all external appointees within the first 12 weeks of their start date with the Company. This should cover information on the organisation, in addition to more specific, local information (i.e., health & safety procedures, site tour, payroll and expense-claims processes, etc).
- **7.11** Data protection laws must be adhered to, together with the benchmarks of best practice set out in the Information Commissioner's Employment Practices Code in all cases where an employee is employed to fill a vacancy. Further advice can be sought from the HR Department. Particular care should be exercised when transferring an employee internally to ensure there is no undue duplication of their personnel files.
- **7.12** The use of probationary periods is mandatory for all external hires, irrespective of level of role. Full details of what this constitutes must be given to the candidate in writing and incorporated into his/her contractual terms.

Section 8: Monitoring & review

The Company will monitor the recruitment and selection process to ensure:

- (i) that it is achieving its aims;
- (ii) that managers and employees are confident about its application;
- (iii) that remedial action is taken where it is apparent that the policy and procedures may not be achieving the Company's purpose.

CREDITS

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