

1. Policy Objective

- 1.1 To recruit and retain high caliber employees at all levels across the Company.
- 1.2 To provide a sound framework for the recruitment and selection that ensures the Company complies with all current legislative requirements that impact on the recruitment and selection process and, that the Company's recruitment and selection processes are fair and equitable.

2 Scope

- 2.1 This policy applies to all prospective employees.

3 Core Principles

- 3.1 The Company is committed to open and diverse recruitment with equality and diversity at the heart of all recruitment processes and decisions.
- 3.2 The Company will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and the Company.
- 3.3 The Company will ensure that the recruitment and selection of employees is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- 3.4 The Company will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- 3.5 All positions will normally be advertised internally. This will help maximize equality of opportunity and provide employees with opportunities for career development, thus maintaining the skills and expertise of existing employees. In exceptional circumstances the Company may waive the need to advertise internally.
- 3.6 All documentation relating to applicants will be treated confidentially in accordance with the General Data Protection Regulation and relevant local laws requirements (Relevant Laws). Applicants will have the right to access any documentation held on them in accordance with the Relevant Laws.
- 3.7 Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability.

4 Verifying a Vacancy

- 4.1 Authorisation to recruit the role must be received through the HR department before the recruitment process can begin.
- 4.2 An up-to-date role profile and Hay grade for the vacant role is required prior to any vacancy becoming live.

5 Selection Methods and Decisions

- 5.1 Selection methods will vary depending on the type and level of the vacancy. At the minimum it will involve at least one interview. Additional selection methods may include use of psychometric assessment, skills tests and/or assessment centers.
- 5.2 All candidates should be assessed objectively against the selection criteria set out in the role profile. Only candidates who meet the Essential Criteria should be short-listed.

- 5.3 The selection methods chosen will follow a structured and systematic format where all candidates have a fair and equal chance to demonstrate their suitability objectively assessed against the requirements of the role.
- 5.4 Only those managers with the appropriate skills will be responsible for conducting interviews. Coaching / training will be provided to managers if required prior to interviews being carried out.
- 5.5 Notes recording the salient points of the interview should be taken by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed back to HR following the selection process and will be kept for a maximum of 6 months following the selection process, after which time for unsuccessful candidates the data will be destroyed.
- 5.6 Any skills/work-based tasks that are used as part of the selection process should be approved by HR.
- 5.7 All recruiting managers need to be aware of the principles of equality and diversity and understand how unfair bias and/or unlawful discrimination can occur both directly and indirectly in the recruitment process.
- 5.8 If requested, verbal feedback can be given to job applicant(s) who are unsuccessful at interview stage. This will be given by the recruiting manager or HR. Where feedback is to include psychometric results and profiles, only skilled, qualified personnel may give feedback.
- 5.9 Applicants will have the right to access the notes taken during the recruitment and selection process on them

6 Expenses

- 6.1 Only in exceptional circumstances and with agreement in advance by HR and the Depart Director external applicants may be eligible to claim interview expenses.
- 6.2 Existing employees attending interviews in a different region or country to the one in which they normally work will be permitted to claim the cost of travel expenses on production of receipts.

7 Internal Vacancies

- 7.1 The Company aims to offer opportunities to existing employees wherever possible. Any employee may apply for an internally advertised vacancy providing they meet the Essential Criteria – as defined in the role profile. The Company reserves the right to recruit externally for any vacancies.
- 7.2 The Company will ensure that employees wishing to apply for internally advertised vacancies can do so without prejudice to their existing job and that their applications will be treated confidentially.
- 7.3 The Company encourages international career mobility and, where possible, opportunities will be advertised internationally unless language, experience, local legislation or professional qualifications preclude existing overseas employees from applying. Where internal vacancies are circulated internationally, these will be co-ordinated by HR.
- 7.4 Continuity of employment will be maintained for any employee transferring from one company to another within the IPF group.
- 7.5 Employees should notify their manager if they decide to apply for a job in a different department or country to their own, prior to submitting their application.

8 The Conditional offer of appointment

- 8.1 The final selection decision rests with the recruiting manager who will also be required to ensure that no unfair discrimination occurs during the selection process.
- 8.2 HR will confirm the conditional offer to the preferred candidate in writing as soon as possible after a verbal offer has been made.

8.3 All offers of appointment are conditional upon satisfactory pre-employment checks. See Pre-employment screening policy for more details.