

Recruitment, Promotion and Appraisal Policy

It is the Company's policy to look to fill any vacancy by internal promotion or transfer wherever possible. A decision to advertise a position externally does not necessarily indicate that there are no suitable internal candidates.

All applicants for any position must be assessed objectively on their individual merits, in accordance with the Company's equal opportunities policy.

Any person involved in the interview or selection process whose impartiality is compromised in any way in relation to an applicant must declare it immediately to their line manager and, if so required, withdraw from the interview/selection process either completely or in relation to that applicant.

Advertisements

All vacancies advertised either internally or externally, must specify:

- the job title;
- the salary or pay scale/band applicable to the position;
- any significant benefits applicable to the position;
- any minimum qualifications for the position;
- any particular skills and/or experience required for the position;
- any atypical features of the position (e.g., part-time, fixed-term, outside UK);
- the closing date for applications.

All vacancies must be advertised in a sufficient variety of media to reach a broad cross-section of potential applicants.

Take care to avoid specifying requirements for the position which are potentially discriminatory on the grounds of age, sex, race, religion or belief, sexual orientation, disability or trade union membership/non-membership. These can discriminate in a number of different ways:

- **directly** – those which expressly or impliedly exclude applicants on one of the prohibited grounds (e.g. "pretty blonde 36-24-36 required for post of receptionist", "would suit mum seeking flexible role", "recent graduates sought for demanding new role...").
- **indirectly** – those which apparently treat everyone the same but do so in a way which adversely affects members of one protected class or category (e.g. "must be over 2m tall" (which excludes more women than men), "must be willing to work long hours" (also excluding women as they are more likely than men to be primary carers for young children), or "must have at least seven years' experience" (excluding more young than old people). Any such statement must be a genuine requirement for the position.
- **failure to adjust** premises or working practices to accommodate a disability.

Applications and decisions

All applications will be acknowledged within [seven] days of receipt, by email where possible.

Application forms should seek from applicants only that information which is necessary to decide whether their application should proceed to the next stage of the process.

At each stage of the process, applicants should be told:

- when, approximately, they can expect to hear whether their application is to progress to the next stage of the recruitment process; and
- what the next stage will involve.

All decisions taken either to reject an application, to allow it to progress to the next stage of the interview process or to offer the position, must be checked and approved by Gary Robinson before they are communicated to the applicant.

Selection tests

Selection tests, either written or oral, may only be used with the permission of Gary Robinson where:

- they have been verified as being free from any discriminatory element;
- they test qualities which are directly relevant for the position.

Interviews

Before conducting an interview, interviewers should:

- identify the requirements of the position and the (objective) criteria they will use to select candidates for the position;
- avoid choosing criteria such as a particular level of qualifications or experience where it is possible that an applicant without such qualification or experience may be able to meet the requirements of the position in a different way.

At interview:

- a member of HR or other colleague must be present to take notes and, where appropriate, conduct the interview jointly;
- each question asked should be directly relevant to one or more of the identified selection criteria for the position;
- no questions should be asked about an applicant's personal circumstances, even in small talk;
- no assumptions should be made about an applicant's willingness to undertake, or suitability for, the position.

Performance appraisals

Employees wishing to discuss their career prospects may do so formally as part of the annual appraisal process or informally with their line manager.

The annual appraisal process will:

- be held at least once every year during your employment with the Company;
- be conducted by your line manager or the person to whom your line manager reports;
- require you to fill out and return a self-assessment form in advance of your appraisal meeting;
- involve a meeting at which your performance in the immediately preceding year/period will be
- appraised and discussed;
- encourage an open and honest discussion of your strengths and weaknesses, achievements and shortcomings;
- identify your specific training or development needs in order to improve your performance or facilitate your career progression within the Company;
- identify and agree specific objectives for the forthcoming year/period to meet business and personal development needs;
- require the appraiser to complete the form to reflect the issues discussed, sign it and return it to you;
- require you to sign it if you are satisfied that it accurately reflects the issues discussed, retain a copy for yourself and return the original to Gary Robonson.

A handwritten signature in black ink that reads "Gary R." with a stylized flourish.

SIGNED:

NAME: Gary Robinson

POSITION: Managing Director

Policy Updated: May 2026