

# RECRUITMENT AND SELECTION POLICY

## Introduction

The purpose of this Recruitment and Selection Policy is to ensure Lynch Plant Hire and Haulage attracts, selects, and retains the best talent in a manner that promotes fairness, inclusiveness, and respect for all candidates, aligning with our core values: Respect, Can Do, Passion, One Team, and our vision of: Being the Best. This policy applies to all recruitment and selection activities at Lynch, including advertising, interviewing, selecting, and onboarding new employees.

Lynch recognises that its staff are fundamental to its success. Therefore, needs to be able to attract and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this.

The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meet the requirement of the Equality Act 2010 and all other relevant employment legislation.

For any guidelines on the implementation of this policy can be provided by the People Team.

---

## Scope

This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment except casual staff. For the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it. Ultimately it is the responsibility of the senior management at Lynch, including Heads of Departments, in conjunction with our People Team to ensure that this is the case.

## Core Principles

- **Equality and Inclusion:** Ensure that all recruitment and selection activities promote equality and are free from discrimination based on gender, race, ethnicity, age, disability, sexual orientation, religion, or any other characteristic. Implement gender-neutral language in job titles, descriptions, and advertisements to foster an inclusive environment.
- **Transparency and Fairness:** Maintain a clear, consistent, and transparent recruitment process where all candidates are treated fairly and judged solely on their merits and suitability for the role. Provide clear information on the selection criteria, process, and timelines to all applicants.
- **Respect for Candidates:** Treat all candidates with respect and dignity throughout the recruitment process, ensuring timely and constructive communication. Protect the confidentiality and privacy of all candidate information.
- **Merit-Based Selection:** Focus on selecting candidates based on their skills, experience, qualifications, and alignment with the company's core values and culture. Use objective, competency-based criteria to evaluate all candidates.
- **Diversity and Inclusion:** Promote diversity in the workforce by actively seeking to attract and hire candidates from diverse backgrounds. Implement strategies to remove biases and barriers in the recruitment process to ensure equal opportunities for all candidates.
- **Continuous Improvement:** Regularly review and update recruitment and selection

Owner: Head of People & Culture	Version: 3	QP65
Uncontrolled if printed or copied. Always check for latest version.		Page 1 of 6

## RECRUITMENT AND SELECTION POLICY

processes to ensure they remain effective, fair, and aligned with best practices and legal requirements. Gather feedback from candidates and hiring managers to identify areas for improvement and enhance the overall recruitment experience.

- **Alignment with Business Goals:** Ensure recruitment and selection strategies are aligned with the company’s short-term and long-term business objectives and workforce planning needs. Engage with internal stakeholders to understand and address their staffing needs effectively.

### Recruitment and Selection Procedure

There are several key stages in recruiting and selecting for a vacant position. For further advice or guidance on the process please contact the People Team. In addition, further training can be provided for those looking to develop their skills with key aspects of this procedure.

#### Preparation Stage

- The recruitment and selection process should not commence until a full evaluation of the need for the role against the company’s strategic plans and budget has been completed.
- The recruitment of staff will consider the company’s need for new ideas and approaches and additionally should support the company’s commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in our profile to maximise its ability to meet diverse customer requirements.
- Recruitment should form an integral part of the staffing strategy for the company and should take account of the need for any ‘positive action’ initiatives in process. ‘Positive Action’ is lawful under the *Equality Act 2010* and refers to the steps that an employer can take to encourage applicants from people who share a protected characteristic. (e.g. a certain gender or race)
- All new or changed posts must be formally role reviewed and graded before they are advertised to help ensure equal pay for work of equal value.
- Formal authorisation to recruit to a post should be sought before commencing the recruitment process.
- If a manager believes that there may be potential difficulties in recruiting to a post, they should contact the People Team for advice and guidance on comparative market rates and options for appropriate action.

#### Job Description and Person Specification

- A job description and person specification must be produced or updated for any vacant post that is to be filled.
- The job description should accurately reflect the elements of the post.
- The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge, and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants. For further information on this please speak to the People Team.

Owner: Head of People & Culture	Version: 3	QP65
Uncontrolled if printed or copied. Always check for latest version.		Page 2 of 6

## RECRUITMENT AND SELECTION POLICY

### Advertising

- As a minimum all positions will normally be advertised internally within the company. 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 exceptional circumstances, in consultation with the People Team, a department may waive the need to advertise. This is likely to include the following circumstances:
  - positions requiring specialised expertise where the Hiring Manager in the department can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position.
  - where the Hiring Manager can verify that the work is required for a specific purpose of no greater than twelve months duration.
- In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with the Head of People and Culture or the People and Culture Manager. This will, however, not eliminate the need to advertise the position internally and any external agencies or consultants who assist in the process must act in accordance with this policy and with respect to our equal opportunities requirements.
- Applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role.
- Staff who have been in an acting position that subsequently becomes vacant will have to apply for the position when it is advertised, but in such cases the position can be advertised, in exceptional circumstances on an internal basis only.
- Applicants are asked to provide equal opportunities details when making their application to enable a robust means of monitoring the success of recruitment in relation to our diversity aims. This information is separate from the job application and applicants are free to indicate that they do not want to provide these details.
- All adverts must be placed through the People Team, except where alternative arrangements have been formally agreed in advance with the People Team.
- All advertising must be cost-effective and agreed in advance with the People Team.

### Selection of Candidates

#### Shortlisting

- Shortlisting may involve multiple people to avoid any possibility of bias but must be carried out by the direct line manager.
- A member of the People Team will not normally be involved in shortlisting unless it is for a senior appointments.
- Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible and a minimum of 5 working days before the interview. In accordance with the Equality Act 2010, they should also be asked to advise if there are any arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- All candidates (internal and external) should be assessed objectively against the selection criteria set out in the job description, and only candidates who meet all the

Owner: Head of People & Culture	Version: 3	QP65
Uncontrolled if printed or copied. Always check for latest version.		Page 3 of 6

## RECRUITMENT AND SELECTION POLICY

essential criteria should be short-listed. Assumptions about the qualities of internal candidates should not be made.

### Selection and Interview

- Interview should normally be carried out by a minimum of two people, one of whom should be the Hiring Manager.
- Selection is a two-way process: candidates are assessing the role and the company. Those involved in recruitment should consider how best to convey a positive image.
- It is recommended that a range of selection methods are used that are suitable for assessing both the essential and desirable criteria in the person specification as this will enhance objective decision making which is difficult through interview alone.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.
- If a candidate requests feedback about their performance in the selection process this should be arranged by the hiring manager or the People Team, although they may delegate this to another member of the interview panel where appropriate.
- Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.

### Referees

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy of not providing personal references and therefore the references provided may only confirm details of current appointment.
- If the appointment is urgent, the Hiring Manager may seek to obtain a verbal/telephone reference for the successful candidate providing that standard procedures for doing so are followed.
- Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential by the panel members.
- In certain circumstances a school or personal reference is acceptable.

### Making an appointment

- It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance the company's ability to recruit the selected candidate. In such cases the verbal offer will normally be made by the hiring manager, although they have the discretion to delegate this responsibility if felt appropriate.
- The company recognises open contracts as the general form of employment relationship between employers and employees and will appoint new and existing staff to indefinite contracts unless necessary and objective reasons justify use of a fixed-term contract.
- Appointments will usually be made at the grade minimum of the advertised salary scale unless directly relevant experience would justify additional increments. Advice should be sought from the People Team if the intention is to appoint at the grade maximum of the advertised salary scale. No appointment can be made above the advertised scale without prior confirmation from the People Team.

Owner: Head of People & Culture	Version: 3	QP65
<b>Uncontrolled if printed or copied. Always check for latest version.</b>		Page 4 of 6

## RECRUITMENT AND SELECTION POLICY

- Once a selection decision has been made the People Team will produce a written offer of employment. Offers of employment are normally subject to satisfactory references, medical clearance, checks of qualifications and any other checks as appropriate, such as Asylum and Immigration checks.
- In the case of any Senior Manager appointment the salary to be offered must be confirmed with the Company Director or Head of People and Culture before being made.

### Induction

- Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the line manager/Head of Department is responsible for preparing a comprehensive induction programme for the new employee.

### Selection of Candidates

Roles and responsibilities for the recruitment and selection process.

Role	Accountable for
<b>Head of Department</b>	Evaluating the need for the post(s) in the context of the Departmental staffing plan and budget.  Ensuring the competence of all nominees who make recruitment decisions within the department.  Ensuring a comprehensive induction programme for any new employee(s).
<b>Hiring Manager</b>	Liaising with the HoD and Finance to determine whether a vacancy is a replacement post, a new post or an existing post which requires revision.  Ensuring that all new/revised posts are formally approved before they are advertised.  Discussing potential difficulties in recruiting with the People Team.  Preparing a Job Description, Person Specification, draft advert, and further particulars.  Agreeing recruitment plan and timescales with the People Team.
<b>The People Team</b>	Providing professional HR advice on grading of posts, content of job descriptions/person

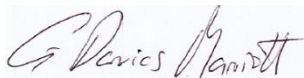
## RECRUITMENT AND SELECTION POLICY

- specifications, advertising, and appropriate salary levels.
- Placing job adverts.
- Carrying out pre-employment checks.
- Issuing written offers of appointment and contracts of employment.
- Undertaking any other tasks agreed to as part of the recruitment timescales drawn up.
- Monitoring and reviewing the recruitment process and supporting policies / guidance.
- Providing training on Recruitment and Selection, including equality issues.

### Reviewing and monitoring

This policy will be communicated to all employees and organisations working on our behalf, displayed at our offices and on our intranet and is available to defined interested parties.

This recruitment and selection policy will be reviewed on an annual basis to ensure compliance with legislative changes and best practice. The company will monitor the effectiveness of the recruitment process and seek feedback from staff to continually improve.




---

Gareth Marriott - Head of People & Culture  
Date: 15/10/25

Owner: Head of People & Culture	Version: 3	QP65
<b>Uncontrolled if printed or copied. Always check for latest version.</b>		Page 6 of 6