



# Global Recruitment and Selection Policy

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# INTRODUCTION - OUR POLICY

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3i's most valued resource is its employees. Therefore it is essential that 3i attracts, selects and retains employees of the highest calibre.

The purpose of this policy is to ensure 3i has a fair, open, consistent and effective process to attract and select high calibre candidates for positions which will maximise contribution to the business.

The core principles of our recruitment process are:

- To recruit the best person for the job
- To consider candidates on merit
- To achieve and maintain the highest professional standards in the appointment of individuals to any position; and
- To recruit individuals that will embody 3i's values and enhance 3i's organisational performance and reputation

# 1. Process and responsibilities

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This policy and procedure encompasses all activities which form part of the recruitment and selection process. It is applicable to all employee recruitment. In order 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 adheres to it.

## 2. The recruitment process

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A hiring manager who wishes to recruit for a role must first obtain approval to recruit from the relevant stakeholders. A pro forma email (available from HR) should be completed and sent to the HR team who will route it through the approval process.

Once approval to recruit is given, the hiring manager should then develop a job description and person specification and discuss with the Recruitment Manager or someone in the HR team the best approach to take to source candidates.

The recruitment process will be carried out as agreed between the Hiring Manager and HR/Recruitment Manager and may include some or all of the following selection methods:

- A series of telephone and face-to-face interviews
- Assessment centres
- Psychometric testing (e.g. online numerical and verbal reasoning testing, online personality questionnaire completion)

The Recruitment Manager/HR will be able to provide full details of the recruitment options available. All selection methods and processes will be designed to objectively assess candidates' abilities and skills necessary to do the role being recruited for.

When requested, all candidates can expect to receive accurate, timely and constructive feedback either directly or through the recruitment agency concerned

## 3. Sourcing candidates

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It is 3i's policy that vacancies are posted on our internal job board (unless exceptional circumstances apply i.e. appointments made from succession plans). In addition to 3i's external career pages, HR may also advertise the vacancy via relevant online or print media and employ other active sourcing techniques.

## 4. Using recruitment agencies

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If necessary, the Recruitment Manager may engage a recruitment agency to search on our behalf. HR has a number of contracted preferred supplier agencies who offer discounted rates, and these would be briefed by the Recruitment Manager before any other agency. Unsolicited CV's or calls from recruitment agencies that are not on the 3i preferred supplier list (PSL) should be referred to a Human Resources Manager to avoid unnecessary contractual issues.

## 5. 3i referral policy

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Encouraging employees to refer their industry and professional contacts is one of the many ways that 3i goes about employing the best possible talent. Details are available to all global 3i employees in the Employee Referral policy available on the internal HR Portal page. Candidates for vacancies at 3i who have been referred by a 3i employee, will be required to go through the same selection methods and processes as all other candidates, to ensure that the hiring decision is entirely merit-based.

## 6. CV submission

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In order to apply for a role, an individual will need to email their CV to [recruitment@3i.com](mailto:recruitment@3i.com) or apply via an agency. All CVs are managed by 3i in accordance with applicable data protection legislation, this includes CVs shared with us both as part of recruitment processes and on a speculative basis.

All recruitment agencies that work with 3i are instructed to only send CVs to a designated member of the HR team and not directly to hiring managers (this includes cc'ing hiring managers on emails) so that CVs can be managed centrally by the HR team. Hiring managers will then be provided with access to a CV folder on the internal 3i Portal for the duration of the hiring process.

Once a recruitment process is completed, portal access will be removed and CVs of unsuccessful candidates will be deleted by the HR team 1 year after the recruitment process is complete. Any hard copies of CVs will also be destroyed.

3i employees should not email CVs internally or include them in calendar invitations as part of recruitment processes.

### **Speculative CVs**

All CVs sent to 3i on a speculative basis, either from a candidate or recruitment agency, should be forwarded directly to [recruitment@3i.com](mailto:recruitment@3i.com) and, in accordance with the policy on the external 3i website, a member of the HR team will review and respond where the CV is relevant for a current recruitment need. All CVs will be deleted 1 year from receipt. Should a candidate prefer that their CV is not held on file by 3i, they should email [recruitment@3i.com](mailto:recruitment@3i.com) and request that the CV is deleted.

The original email received by the 3i employee will then be deleted, and not forwarded to any other 3i employees.

## 7. Selection

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Decisions are objective and based on competency based questions asked during the interview process, during which the candidate will meet multiple individuals from 3i. Also taken into account is past career experience, technical skills and professional abilities, and aspirations. Selection is based on hiring the best person for the job.

## 8. Equal opportunities

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3i is committed to ensuring equal opportunities throughout our recruitment and selection process. All stages of the process will see individuals treated equally and fairly. 3i will endeavour to facilitate any special arrangements needed for disabled candidates to attend an interview at any of 3i's international offices.

## 9. Applicant expenses and relocation

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Where agreed and approved in advance, 3i will cover travel expenses for long distance journeys. In all cases candidates are expected to use the most economical means available, e.g. car, standard class rail travel or economy air tickets. If journeys are made by car, only petrol costs will be reimbursed. Local journeys, use of company cars, meals and other incidentals will not be reimbursed. Candidates are expected to provide receipts and other relevant documentary evidence of costs incurred prior to reimbursement.

Where relocation is agreed as part of the contract, HR will manage the administration concerned with relocation expenses, and these costs will be cross charged to the employing department.

## 10. Offers

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For successful candidates, a written offer will be generated by HR and delivered to the successful candidate in hard copy. If requested and appropriate, as the candidate requires it for resignation purposes, HR may be able to provide an emailed draft of an offer to be sent in advance of the formal letter.

3i carries out pre-employment checks in relation to all new recruits. Such checks include taking up employment references on current and previous employers, verifying educational and professional qualifications and carrying out credit and other background checks. A medical assessment may also be requested. Any offer of employment will be conditional upon these requirements being fulfilled and upon the candidate having the right to work permanently, long term or as required in the location of employment.

Once these conditions have been met, HR will inform all relevant parties and confirm starting arrangements to the new joiner and Hiring Manager. The Hiring Manager will then plan a tailored programme for the new joiner enabling them to integrate quickly into

3i, understand what they need to know and meet the necessary people in order to successfully perform their role.

## 11. Applying for a role internally

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3i supports the development of its staff and this may involve moving roles within the company. Existing 3i employees are encouraged to apply for vacant roles if they feel they have the appropriate qualifications, experience and skills. However any internal applications need to be discussed with and supported by your current manager before applying.