



Global Recruitment and Selection Policy

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INTRODUCTION - OUR POLICY

3i values its employees as its most important resource. To attract, select, and retain top talent, 3i is dedicated to maintaining a fair, open, and effective recruitment process. Our core principles for recruitment are:

- To recruit the best candidate for each position
- To evaluate candidates based 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

This policy sets out 3i's global approach to recruitment and selection. Where local legislation or regulatory requirements impose additional or different obligations, local requirements will take precedence.

1. Process and responsibilities

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

Approval: The hiring manager must obtain approval from relevant stakeholders before starting the recruitment process. HR will complete a pro forma email and seek approval from the relevant Executive Committee members.

Job Description: Once approval is granted, the hiring manager should develop a job description and person specification. This should be discussed with the HR Manager to determine the best approach for sourcing candidates.

Selection Methods: The recruitment process, agreed upon by the Hiring Manager and HR Manager, may include:

- Telephone and face-to-face interviews
- Assessment centres
- Psychometric testing (e.g., numerical and verbal reasoning tests, personality questionnaires)

Selection methods will be relevant to the requirements of the role and designed to objectively assess candidates' skills, experience, competencies and potential. Reasonable adjustments will be considered where required by applicable law to ensure candidates can participate fairly in the selection process.

Feedback: All candidates will receive accurate, timely, and constructive feedback, either directly or through the recruitment agency.

3. Using recruitment agencies

If necessary, the HR Manager may engage a recruitment agency. HR has preferred supplier agencies offering discounted rates, which will be briefed before considering other agencies. Unsolicited CVs or calls from agencies not on the preferred supplier list should be directed to HR to avoid contractual issues.

4. 3i referral policy

Employees are encouraged to refer their industry and professional contacts. Referrals will be subject to the same selection methods and processes as other candidates to ensure merit-based hiring. Details are available in the Employee Referral policy.

5. CV submission

To apply for a role, an individual will need to register their interest via Workday (link can be found on the 3i website Careers page) or 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 upload CV's directly to Workday, in relation to the role they are assigned to work on. CV's should not be emailed in to the HR team or directly to hiring managers. This is to ensure CVs can be managed centrally by the HR team. Hiring managers will have access to the CV's via the Job Requisition on Workday.

Once a recruitment process is completed, the Job Requisition in Workday will be closed and access to the CVs will be removed.

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

Speculative CVs

All CVs sent to a 3i employee on a speculative basis, either from a candidate or recruitment agency, should be forwarded directly to 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 6 months from receipt. Should a candidate prefer that their CV is not held on file by 3i, they should email 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.

6. Selection

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.

7. Equal opportunities

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. Reasonable adjustments and other accommodations will be considered in accordance with applicable law to support candidates throughout the recruitment process. Refer to the Equal Opportunities & Diversity policy for more information.

8. Applicant expenses and relocation

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.

9. Offers

For successful candidates, a written offer will be generated by HR and emailed to the successful candidate via DocuSign (local restrictions may require a posted 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 conducts pre-employment screening appropriate to the role, location and applicable legal requirements. Such checks may include verification of employment history, professional qualifications, regulatory status, references, criminal record checks (where lawful), financial checks (where relevant and lawful), right-to-work verification and other background checks considered appropriate for the position. Where appropriate and permitted by applicable law, a medical assessment or occupational health review may be requested.

Any offer of employment will be conditional upon the candidate providing evidence of their legal right to work in the relevant location, together with satisfactory completion of all applicable pre-employment checks.

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 plan a tailored onboarding program to help the new joiner integrate into 3i, understand their role, and meet key people.

10. Applying for a role internally

3i supports the development of its staff and this may involve moving roles within the company. Employees are encouraged to discuss internal opportunities with their manager before applying. Internal applications will be assessed fairly and consistently against the requirements of the role.