

## Recruitment Policy

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### 1. Overview

Manor Resources envision a world where 'human first' is good for business. Whereby valuing 'the person', we do the best for company, client and the wider world. Needless to say, people are fundamental to our own and our client's success. We are therefore passionate about attracting people of the highest calibre and taking a strategic, professional approach to recruitment to achieve this aim.

As stated in our Justice, Equality, Diversity and Inclusion, Policy Manor Resources is committed to encouraging equality, diversity, and inclusion among our own workforce, and using our position as consultants to help our clients to adopt recruitment practices that encourages diversity and that the process is undertaken equally.

The aim is for our own and our clients' workforces' to be truly representative of all sections of society and our recruitment process plays a critical role in achieving that aim.

Shortlisting, interviewing and selection will always be carried out without regard to gender, transgender status, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.

Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform tasks that are intrinsic to the role, unless it's possible to make reasonable adjustments. We wish to encourage the recruitment of people with disabilities and will make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.

This policy covers all activities that form part of the recruitment process in our own and our clients' businesses. In order for this policy to be effective it is essential that any worker at Manor Resources who is involved in any aspect of the recruitment of an employee or worker is aware of this document and follows it.

Ultimately it is the responsibility of the Director(s) at Manor Resources to ensure that this is the case.

### 2. Brand-led recruitment

We encourage applicants to carefully read the job advertisement and review any publicly available information before applying for any open positions being advertised by Manor Resources, for our own business, or on behalf of clients.

We are not a recruitment agency; we support our clients with attracting new staff when vacancies arise in our role as HR consultants.

We will always be open and transparent about the company for whom the role applies to in order that candidates can make an informed choice about whether to apply or not.

Recruitment is a two-way process. Candidates are encouraged to assess the role and the Company against their own needs and goals.

### 3. Our role as consultants

We will always challenge how recruitment is undertaken.

We will:

- Be innovative about how we can support clients to look beyond the CV/application by using available online tools, such as online pre-recorded video tools, where appropriate.

- Use our position as consultants and third-party to ask more open-ended and human-focused questions to try and understand the human behind the CV/application better.
- Use our position to encourage inclusive assessment processes such as sharing questions in advance to allow people to prepare.
- Give clients informal and formal training on fair and equitable recruitment processes.
- Encourage clients to consider alternative 'essential' criteria to allow for a wider pool of applicants and advise where job adverts may unintentionally discriminate.
- Encourage pay transparency when advertising roles.

#### **4. Principles**

Manor Resources will always ensure that client individual requirements are met when starting a recruitment project. However, there are some principles which remain, regardless of the recruitment being undertaken, or the client to whom we're supporting. This also relates to our own recruitment:

- We have a principle of open competition in its approach to recruitment and will seek to recruit and support clients to find the best candidate for the job based on merit.
- We will ensure that all recruitment is conducted in a professional, timely and responsive manner and in compliance with current employment legislation, and will provide appropriate training, development and support to those involved in the process.
- We will treat all applicants fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the experience is positive, irrespective of the outcome.
- We will continuously develop our recruitment practices to allow new ideas and approaches to be incorporated.
- In the interests of impartiality, if an employee or a worker involved in the recruitment process has a close personal relationship with an applicant, we encourage that declaration be made as soon as they are aware and avoid their involvement in the recruitment and decision-making process.
- All documentation relating to applicants will be treated confidentially in accordance with relevant data protection provisions. Information can be found on our data retention information.
- We are dedicated to ensuring that we stay up to date with recruitment trends, technology and approaches to ensuring fair recruitment for all. We commit to always ensuring that a human decision is made in the final stage of recruitment, even where tools may be used along the process.
- We'll always encourage clients to look to internal promotion before going out to the wider market – even where there does not appear to be anyone immediately obvious for the role.
- We understand that applying for work can be an unsettling time. As part of our service commitment, we make sure every applicant hears back from us - whatever the outcome. While there's usually only one successful candidate at the end of a process, all applicants - whether shortlisted or not - will receive a timely response. We also reply to all messages we receive during the recruitment process.
- Are transparent in allowing the use of AI in applications to allow candidates to put their best foot forward and ensure a level playing field in applications. Candidates should not use AI to present an inauthentic version of themselves.

#### **5. Diversity and inclusion**

The use of clear statements which promote equality and inclusion within our recruitment material allows applicants to understand our core values and philosophy underpinned by our Justice, Equality, Diversity and Inclusion Policy.

- Positive action statements

The following positive action statements should be included in all advertisements for vacancies at Manor Resources and we encourage clients to include a similar statement(s):

- Manor Resources is an equal opportunities business and welcomes applications from people of colour, lesbian, gay, bisexual, transgender, queer and non-binary people, ex-military personnel, parents and individuals with disabilities to apply. If you feel like there are any barriers to you applying or being able to participate fully in the application or interview process, please let [team@manorresources.co.uk](mailto:team@manorresources.co.uk) know so we can discuss ways to ensure fairness for all.
- If travel costs would prevent you from attending an in-person interview, please let us know - we're happy to discuss covering travel expenses to ensure the process is accessible to all candidates. Please note, your request will be dealt with in the strictest confidence.

We use the following question in our shortlisting form, and we encourage clients to include a similar question:

- We recognise that everyone has different responsibilities and circumstances outside of work. Is there anything that could impact your ability to work full-time/part-time during the hours this role requires of XXXXXXXX?
- Positive action initiatives

Recruitment should take into account 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) who are under-represented in a particular area of the workforce. For example:

- Placing advertisements in minority ethnic press, the women's press and any other publication which is targeted at groups which are under-represented
- As above, including statements in advertisements that encourage individuals from under-represented groups to apply for the advertised position.
- Rehabilitation of offenders

We are aware of, and comply with, the provisions of the Rehabilitation of Offenders Act 1974.

## **6. Selection of Candidates**

Recruitment at Manor Resources will be undertaken by a minimum of 2 individuals to allow for a quality control check at each shortlisting stage.

As is the internal process undertaken for vacancies at Manor Resources, we encourage clients to assess applicants (internal and external) objectively against a pre-defined selection criteria, which usually includes the essential criteria from the job description, and we also encourage clients to review candidates based on company values and brand. Only candidates who meet all the essential criteria should be shortlisted.

Shortlisted candidates should be provided with details of the next stage of the selection process, including any tests, giving as much prior notice as possible when they are invited to continue in the process. 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 process.

Manor Resources is aware that unconscious bias is common. If we find our shortlist does not reflect, for example, the gender balance of applicants overall, we will review our choices.

## **7. Interview**

Using the principle of assessing applicants against pre-defined selection criteria, the interview questions and the structure of the interview should also be consistently applied to all candidates.

Notes recording the salient points of the interview should be taken so that they can be referred to when assessing candidates and making decisions. Notes will be kept in line with our data processing terms.

If a candidate requests feedback about their performance, where the recruitment is internally for Manor Resources, we will provide further details. Where we undertake recruitment on behalf of our clients, we will endeavour to obtain this information from hiring managers to support the development of candidates.

## **8. Feedback and review**

We continue to explore ways where we can be more equitable in our recruitment practices with Manor Resources and when supporting clients with their recruitment.

If you ever spot something in the way that we recruit that doesn't feel right - or have suggestions for areas where we can improve - please let us know.

We value honest conversations and continuous improvement above all.