



## RECRUITMENT AND SELECTION

The Company's recruitment procedures are designed to guard against the possibility of deliberate or unintentional discrimination against candidates on the basis of any protected characteristic.

Further particulars are required for each job role that is advertised by the Company, and these comprise a job description and person specification. The job description should describe the job by identifying the duties clearly and accurately. The person specification should outline the essential and desirable selection criteria relating to the jobholder - the qualifications, experience, skills and knowledge, personal qualities and special attributes necessary for satisfactory performance of the job. The essential criteria should be the minimum criteria needed to carry out the job, whereas desirable are attributes or skills which could be useful or could be acquired after appointment.

Only those selection criteria which are necessary to the job should be specified and care must be taken not to use criteria which may unjustifiably place any applicant at a disadvantage in the selection process. Vacancies are advertised in a wide range of media, including local job centres and a variety of on-line resources. Vacancies are also available on the company website. Text of all advertisements and further particulars will be made available in other formats upon request.

Consideration must be given to interview arrangements to ensure that a person with a disability is not at a substantial disadvantage compared to other applicants. This may include ensuring that the interview room is accessible for any applicants with mobility difficulties or providing a sign-language interpreter.

All candidates should be assessed on their abilities, experience, and suitability for the position according to objective criteria concerning the qualities needed to undertake the duties of the position as outlined in the further particulars. During the interview process recruiters should assess how closely applicants with a disability can meet the requirements of the position and should act positively and flexibly to a need for reasonable adjustments. However, it should be recognised that there may be situations where no reasonable adjustment can be made to allow the employment of an otherwise suitable applicant.

The Company has published information outlining the procedures for the recruitment and selection of employees which is intended to assist recruiters in maintaining good practice throughout the recruitment process. In addition regular recruitment and selection training workshops are run by the Group HR Department.



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