

SCOPE

This document establishes the Recruitment Policy for Balfour Beatty Group Employment Limited. References in this policy to the 'Company' are to Balfour Beatty Group Employment Limited (UK). References in this procedure to 'our people' are to employees of Balfour Beatty Group Employment Limited (UK). This procedure also applies to employees deployed within Balfour Beatty Living Places where the employing entity may differ from Balfour Beatty Group Employment Limited (UK). The Company is committed to ensuring a thorough and fair approach to the recruitment, selection and induction of all of our people. This applies to all of our existing Balfour Beatty people and external applicants.

PURPOSE

Our commitment is founded on the following principles:

- The Company recognises that to meet its strategic objectives it must recruit individuals who will act and behave in line with our values
- The Company believes in the importance of, and actively seeks to ensure equality of opportunity in employment practice. The Company aspires to demonstrate a high standard of professionalism in the recruitment and selection of individual

The Company is committed to providing a systematic and effective induction for all new individuals and those moving to another job internally.

The purpose of this policy is to provide the guidelines to support those involved in recruitment activity to comply with the above principles.

ABBREVIATIONS / DEFINITIONS

SBU	Strategic Business Unit
ATR	Authority to Recruit
ITO	Intent to Offer
BBCRC	Balfour Beatty Contractor Resource Centre

INPUTS

Reference	Type	Title
HRS-PL-0005	Policy	Equality and Dignity at Work Policy
Link	Reference	On-line career page
HRS-PR-0030	Procedure	Internal Company Transfer Procedure
HRS-PR-0024	Procedure	Probation Procedure

OUTPUTS

Reference No.	Document Title	Retention Period	Responsibility
HRS-SF-0032a	Authority to Recruit form	12 Months	Line Manager
HRS-SF-0032b	Intent to Offer form	12 months	Line Manager
HRS-SF-0024a	Probation Review form	12 months	Line Manager
HRS-SF-0008a	Job and Payroll Changes form	12 months	Line Manager

PROCEDURAL REQUIREMENTS

1. Overview

- 1.1 The guidance notes set out in this policy aim to ensure that the Company is able to appoint the most suitable person to each vacancy. It is the responsibility of each person involved in the recruitment and selection process to follow these guidelines and seek further advice, where necessary, from the Balfour Beatty Resourcing and Talent Acquisition Team to ensure that;
- The most suitable person is appointed to each vacancy
 - Objective selection criteria are defined for all vacancies
 - Selection methods are appropriate to the requirements of a post
 - A member of the Talent Acquisition Team is involved directly or indirectly in all stages of the process and provides advice on good practice and legislation as necessary
 - The Talent Acquisition Team will support the decision making at short-listing and selection stages
 - Individuals involved in making appointments are appropriately skilled and trained
 - Equal opportunities monitoring of recruitment will be carried out and the results analysed with regard to future recruitment exercises
 - Candidates are dealt with fairly, speedily and courteously
 - Newly appointed individuals reach full effectiveness in their role as quickly as possible
 - Newly appointed individuals feel motivated, identify themselves with Balfour Beatty and take responsibility and ownership for their work
 - Internal applicants will be assessed in the same way as external candidates

2. Ensuring equality of opportunity

- 2.1 Where practical all those involved in the interviewing process will have received coaching in interviewing and selection techniques, which will include equality legislation and good practice. Other individuals involved in selection, for example to assess a presentation, will receive appropriate training or briefing.
- 2.2 The Equality and dignity at work policy standards apply to all internal and external recruitment undertaken.
All relevant preferred suppliers and executive search firms will ensure they comply with this provision when compiling a shortlist.
- 2.3 This measure in no way undermines the Company's on-going commitment to appoint the candidate who best meets the requirements of a particular role.

3. Establishing requirements

- 3.1 When a vacancy occurs, the line manager should take the opportunity to review current staffing arrangements in line with current SBU governance. Various options may be considered which will include reviewing the duties and responsibilities; delaying recruitment; not filling the post; or seeking a temporary, fixed term, permanent replacement or secondment opportunity from another part of the Company. The Resourcing Partner aligned to the SBU can advise on the most appropriate recruitment option.
- 3.2 Vacancies must be authorised in accordance with The Authority to Recruit form before action is taken to recruit a new member of the team or to fill the post internally (whether on a fixed term or permanent basis)..
- 3.3 Fixed Term Contracts should be considered where the work required is for a clearly defined period, for example to support a specific timed project. The individual receives all the benefits associated with a permanent member of the team, and is paid by the Company with tax and NI deducted.

- 3.4 Temporary agency workers are supplied via BB Contractor Resource Centre (BBCRC) on an ad hoc basis for short-term projects that require additional resources. They are paid via the agency usually on receipt of authorised timesheets. To ensure compliance with the Agency Worker Regulations line managers must use the official channels to source temporary workers. .
- 3.5 Balfour Beatty employs a large number of people worldwide and is committed to providing career development opportunities for all of our people in order to improve both individual career opportunities and business capability. To enable this strategy it is essential that individuals have the opportunity to move across different divisions in an efficient and consistent manner. To ensure a transparent and common procedure that both encourages individuals to develop their career within Balfour Beatty, all roles will be advertised for a minimum of 5 days across the Group unless as a result of a restructure.)
- 3.6 The selection process for employees requesting a secondment will be the same as for all other individuals. However, a secondee retains their existing terms and conditions and will return to their substantive role once the secondment is over.
- 4. Establishing the nature of the vacancy**
- 4.1 Once a vacancy or a new post has been authorised, the Talent Acquisition team will liaise with the line manager, and where appropriate, the current post holder to analyse and agree the nature of the role. The line manager will agree the role profile with the Talent Acquisition team.
- 4.2 The role profile is an outline of the main duties and responsibilities of the post. A role profile will be clear, concisely written, up to date and accurate. It will relate to the actual requirements of the job. There is a standard format for the role profile which incorporates the person specification.
- 4.3 The new post will be determined by job levelling carried out by the Reward team.
- 5. Selection**
- 5.1 The person specification sets out the selection criteria which are the skills, abilities, experience, knowledge, qualifications, and training required for an individual to be able to carry out the duties detailed in the role profile. Selection criteria should not be at a higher level than that actually needed to do the job, as this may result in unlawful discrimination by excluding potential candidates who are able to do the job. Unlawful indirect discrimination can occur when a criterion is applied which, intentionally or not, has a disproportional adverse effect on certain groups. Desirable criteria, if used, are not a pre-requisite for the job, but may assist in deciding between candidates where more than one fully meets the essential criteria.
- 5.2 The selection criteria must be objective and derived from the duties listed on the role profile. The criteria must be measurable and open to assessment, either through the selection method(s), or by questioning the candidate at interview, about their experience and/or how they would approach a given situation.
- 5.3 The selection criteria is used to inform decision making at all stages of the recruitment and selection process including:
- Writing the job advertisement
 - Providing the basis for shortlisting candidates
 - Determining selection methods, tests and interview questions
 - Evaluating each of the candidates, and hence select the individual who is most suitable for the job
 - Providing feedback to candidates and identify development needs for the successful candidate
- 5.4 The line manager will give careful consideration as to who should be involved in the selection process. The Talent Acquisition team will determine on a case by case basis whether or not a Resourcing Partner or an HR representative should be directly involved in all or some of the stages of the recruitment process.

- 5.5 Care should be taken to ensure that the selection methods chosen are as reliable and valid as possible. This means that they should operate consistently for all candidates to minimise the possibility of bias or unfair advantage assess candidates' suitability for the, either by gathering direct evidence of skills, knowledge or experience (for example, a work sample test) or indirectly through questioning.
- 5.6 The selection participants and the assessment will be appropriate to the seniority of the post. The table below is for illustrative purposes only and in practice will be determined by agreement with the Talent Acquisition team.
- 6. Administrative arrangements**

Role-types	CV Review and Screening	1 st Stage Interview (Technical and Competence)	2 nd Interview (Behavioral and potential)	Assessment (Role dependent)
Executive- BB Board	Group Head of Talent &	Exec Board member	Exec Board Member and Group HRD	Search Company bespoke tool / OPQ & Technical/Operational
Director or Executive Manageme	UK Head of Resourcin	Line Manager / Board Member and HR Director	Business Unit MD & HR Director	OPQ & Technical/Operational assessment
Senior Management / Head of Function	Resourcing Partner	Line Manager/ Senior Manager HR Business Partner/ Resourcing	Business Unit Board Director HR Director or Senior HR Business Partner	Technical / Operational assessment/ further assessment if
Middle Management /	Resourcing Team	Line Manager & Peer	SR manager & Head of	Role specific
Junior Professional / Supervisor	Resourcing team	Line Manager & Peer	Department / Function Head	Role Specific
Administrativ e/ Operative / Support	Resourcing team	Line Manager & Peer		Role Specific

- 6.1 The Employee Services team is responsible for the following arrangements:
- taking up references
 - preparing employment contracts
 - monitoring equal opportunities data
- 6.2 The line manager is responsible for the following arrangements:
- Providing feedback if requested to the Talent Acquisition team and Candidates
 - Recording interview notes
 - Completing interview compliance documentation, including reviewing original proof of right to work in the UK and sending signed copies to Employee Services

6.3 Prompt processing of applications is good practice and presents a positive image. Candidates will be notified if unforeseen circumstances arise that will delay the processing of applications. The application closing date will normally be given in the advert and job details. The line manager may wish to offer an informal discussion with candidates and if so, this will be communicated to all applicants.

7. Advertising

7.1 It is important to ensure that advertising reaches a wide range of potential applicants, encompassing a diversity of backgrounds and experience. This will ensure that the pool of candidates is the best possible and opportunities to apply for jobs in the Company are available to people from all sections of the community.

7.2 All vacancies will be advertised internally for a minimum of 5 days (unless as a result of a restructure) and advertised externally.

All external vacancies will be advertised on the Balfour Beatty Group careers website <http://www.balfourbeatty.com/careers/>

7.3 There may be times when advertising a role is not appropriate due to strategic appointments, where roles are appointed to our people on succession plans, talent development pools or temporary promotions of up to 6 months.

7.4 Balfour Beatty has a recruitment referral scheme which allows our people to recommend a prospective candidate for employment. Please refer to the Employee Referral Scheme policy for further details.

7.5 Where a temporary worker has service in a role which then becomes permanent, an indefinite contract for that role will be advertised, and the individual will be able to apply for this vacancy, should they wish, through the normal recruitment process. This does not apply to acting up arrangements.

7.6 Our People on maternity/paternity leave or long term sickness absence will have the ability to review all vacancies via the Balfour Beatty careers website.

7.7 Most vacancies will also be advertised through external media, which may include:

- The internet, including relevant websites and social media tools like LinkedIn and Twitter
- Local and national press
- Specialist and professional journals

For some permanent or temporary posts, it may be appropriate to use a recruitment agency. This must be agreed in advance with the Talent Acquisition Team.

8. Shortlisting

8.1 Shortlisting will be carried out within 10 days reflecting initial discussions held with the Line Manager in regards to preferred timelines for receipt of applications. To ensure consistency, shortlisting should be based on the application, measured against the person specification and the shortlisting criteria. This will inform decision making and assist with feedback to candidates. Those involved in the shortlisting of candidates should record their assessment of each candidate.

8.2 A candidate's disability must not be a reason for exclusion from a shortlist. If the candidate meets the essential requirements of the role, they will be invited to interview. Appropriate assistance will be given to allow a person with a disability to participate in an interview. If the individual is found to be the most suitable candidate, the Company will make any 'reasonable adjustments' to enable that individual to perform the role.

8.3 All relevant preferred suppliers and executive search firms will ensure they comply with our Equality and Dignity policy when compiling shortlists

8.4 Where two candidates have applied for a vacancy on a job-share basis, their applications should be considered in relation to the criteria for the post, in the same way as other applicants. The candidates should be considered jointly and both should meet the requirements for the post if they

are to be shortlisted.

- 8.5 The Resourcing team member responsible (dependant on seniority of role) will review all shortlists to ensure that the rationale is clear for progression / non-progression to interview stage and that the guidelines above have been met.

9. Selection methods

- 9.1 The interviewers will prepare selection tools by carefully studying candidate CV's and the role profile
- 9.2 With the line manager, the Resourcing Partner/Talent Acquisition Team member will agree the selection tools to ensure that they are fair and that they will elicit evidence against the selection criteria outlined in the role profile.
- 9.3 The decision making process can usually be improved by seeking evidence of the candidates' skills and abilities. This can be obtained by the use of the selection toolkits designed to gather information about the ability of candidates to carry out the duties of the post.
- 9.4 To ensure fair treatment, comparable questions must be asked of all candidates. However, it is important to probe and ask follow up questions, depending on the candidates' response and without asking leading questions.
- 9.5 Interviewers will record their views on the performance of each candidate to inform the decision making and assist with feedback to candidates using the candidate and assessment guides. Interviewers are responsible for taking the formal record of the interview, and completing the interview compliance section. These documents will be returned to Employee Services.

10. The Selection Decision

- 10.1 After each interview, the interviewers will assess the candidates against the selection criteria using the selection tool kit and considering the feedback from those assessing other selection exercises. In reaching a decision, the interviewers should try to reach a consensus. If it is decided that none of the candidates are suitable it is better not to appoint.

11. References and Vetting

- 11.1 Employee Services will initiate the referencing and vetting process once the candidate has accepted the offer of employment and has provided the necessary details and a signed declaration authorising the take up of references and vetting. Referencing and vetting is carried out by a specialist third party provider and is based on instructions received from Talent Acquisition.
- 11.2 Direct or indirect contact with companies operating 'blacklisting databases' is strictly prohibited and any breach of this prohibition will be regarded as gross misconduct.
- 11.3 Mandatory checks are performed as follows:
- Confirm candidate has the right to work in the UK including annual visa and work permit checks if necessary
 - Employment references covering two years
 - Confirm bank account for payment belongs to employee; or if bank account does not belong to employee, that payee is legitimate
- 11.4 Additional checks which are role dependent may include, but are not limited to:
- Company directorships
 - Professional qualifications
 - Credit checks and financial probity
 - DBS (formally CRB)
 - Driver and Vehicle Licensing Agency
- 11.5 Balfour Beatty is committed to preventing Modern Slavery in our own business and our supply chain. Confirming candidates right to work in the UK by carrying out face to face checks of original documents, and carrying out reference checks are important in preventing Modern Slavery. For

further guidance contact your Resourcing Partner.

12. Job Offers – External Candidate

- 12.1 Once a suitable candidate has been identified the Talent Acquisition Team will ensure that the terms being offered are consistent with the terms agreed within the approved ATR form. Once the hiring manager has completed the ITO form, the Talent Acquisition team will submit to Employee Services for production of offer. Any variations in relation to the job title, level of the role or the salary will require the ATR form to be resubmitted and authorised.
- 12.2 The hiring manager or a member of the Talent Acquisition team will make the formal job offer to the successful candidate, usually in the first instance by telephone.
- 12.3 Employee Services will follow up the verbal job offers in writing and will instruct the specialist referencing and vetting third party supplier to carry out reference checks. All offers of employment are subject to the receipt of satisfactory references and completion of the vetting procedures.

13. Job Offers – Internal Candidate

- 13.1 Once a suitable internal candidate has been identified a Talent Acquisition team member will support the line manager to complete the Job and payroll change form (changes to T&C's).
- 13.2 Current employees should be released from their current position within a reasonable time frame that balances the business needs of both the outgoing and incoming Business Unit

14. Feedback to candidates

- 14.1 Internal applicants will be offered feedback by the hiring manager or Talent Acquisition team member managing the post.
External candidates may also ask for feedback, and this should generally be given by the hiring manager or Talent Acquisition team member managing the post.

15. Confidentiality

All applications are treated as confidential and must be dealt with in accordance with the Data Protection Act 1988 (“DPA”). Specifically, personal information should only be circulated to those individuals involved in the recruitment and selection process and shall not be transferred or made available outside its country of origin without first confirming that it is permitted under the DPA.

16. Complaints

- 16.1 Should an internal candidate have a complaint about the recruitment process which cannot be resolved informally, the grievance procedure should be used. External candidates should write to the Head of Talent Acquisition detailing their complaint. The Head of Talent Acquisition will investigate and reply in writing within four weeks.

17. Pre start Induction

- 17.1 An effective Induction ensures a positive start with the Company. It is also an ideal time to identify any personal development needed for the individual to become effective in the job as quickly as possible.

The UK joining portal will be provided to people who verbally agree to join us post-offer and will be their hub for:

- Their contract and new starter pack information.
- Information about Balfour Beatty, including an overview of the Build to Last programme, the Strategic Business Units, as well as details about key initiatives such as My Contribution and the Balfour Beatty Academy.
- A checklist of activities for completion to aid their induction and help them understand our ways of working. The checklist includes critical Build to Last actions such as completion of the Cash is our Compass e-learning, and videos to watch such as our Code of Conduct film.

- 17.2 An On-Boarding toolkit will be sent from the Employee Services on-boarding team to the line manager to support the induction of their new hire. Once a start date is agreed, a pre start checklist and induction plan will be completed by the line manager.
- 17.3 The line manager will make arrangements for the new starter's arrival and order the relevant equipment, for example by making sure that a car, desk, chair, telephone and PC are set up
- 17.4 A member of the Employee Services on-boarding team will call the new hire in their first week to ensure they have been inducted and have everything they require to become effective as quickly as possible.

18. Probation

- 18.1 All new individuals and those who take up a new post at Balfour Beatty will undertake a probation period. The purpose of this is to assess suitability for the job and monitor progress. Line managers are responsible for carrying out regular informal reviews with probationers.
- 18.2 The line manager will conduct a formal probation review meeting with the employee using the Probation Review Form prior to the end of the probation period.
- 18.3 Managers should discuss any emerging issues in relation to performance with HR Plus at an early stage so that appropriate support can be arranged, be clear about where any issues lie, what standards the individual needs to achieve and what assistance is available. Should there be continuing issues, the Balfour Beatty Group Employment Limited Capability Policy or the Balfour Beatty Group Employment Limited Disciplinary Policy may need to be used, as appropriate.
- 18.4 Where appropriate, and on the recommendation of the line manager, a probationary period may be extended by up to four months, to allow the individual more time to reach the required level of performance. The individual will be informed of this decision at a meeting with the line manager, as soon as possible.
- 18.5 On successful completion of the probationary period, and receipt of the final probationary report, Employee Services will write to confirm with the individual.

19. Temporary and Contract Workers

- 19.1 Balfour Beatty has engaged the services of Advantage XPO who, internally are known as the Balfour Beatty Contractor Resource Centre (BBCRC) as their service provider for the sourcing and engagement of all contract and temporary workers. The service for white collar workers typically covers the full range of administrative, professional and specialist workers paid on an hourly or daily basis. The service for blue collar workers, typically covers skilled and unskilled site based workers paid on an hourly basis.
- 19.2 The managed service provided by the BBCRC enables Balfour Beatty to have complete visibility of resources, reduce costs of temporary and contract workers and ensure adherence to the relevant employment legislation. This is a mandated approach and as a result hiring Managers are not permitted to engage their own temporary or contract workers via any other route.
- 19.3 Requests for temporary and contract workers must be made via the BBCRC which utilises the Fieldglass system, within which the requirement is requested, approvals are managed, timesheets are entered and approved and payment to the worker and the supplier is initiated. In case of query or difficulty hiring managers may contact the dedicated BBCRC at bbcrc@bbworksmart.com or by telephone to the on-site team based in London on 020 7932 6922. A Fieldglass user guide is available on BMS along with a process guide and FAQs.
- 19.4 In fulfilling requirements the BBCRC will adhere to the recruitment standards referred to within this procedural document.

20. General

20.1 The Balfour Beatty Group Employment Limited Recruitment Policy and Procedure will be brought to the attention of all our people. The Policy does not form part of an individual's contract of employment or terms and conditions and may be amended by the Company from time to time. It will be reviewed periodically as required.

21. Useful contacts

21.1 Employee Services on 0800 030 4127 or by email to employeeservices@balfourbeatty.com.