



Diligenta Recruitment Policy

Corporate

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Version Control

Version	Reason/Changes	Amended By	Date
1.0	New document	n/a	Mar 2015
2.0	Updated for Senior Managers and Certification Regime	Janina Newman	Nov 2019
3.0	Updated following changes to the Diversity, Inclusion and Equal Opportunities Policy and recruitment controls	Mark Balmer	Dec 2020
4.0	Updated following changes to the approval levels and processes and suppliers	Mark Balmer	Jan 2020
4.1	Updated as part of the annual policy review. - Updated approval matrix - Clarification on role, accountabilities and expectations and simplification of wording and removal of duplication.	Mark Balmer	Sept 2023
4.1	Version control number corrected from 4.2 to 4.1	Mark Balmer	Nov 2023
4.2	Addition of details on approach to TCS employees and change to approval process details	Mark Balmer	June 2024

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Documents Held on intranet:

Please also refer to the intranet which contains the following supporting documentation:

- Recruitment Guides and Processes
- Job Description Template
- Diversity, Inclusion and Equal Opportunities Policy
- Salary Increases, ERAs & Promotions Policy
- Conflicts of Interest Policy
- Refer A Friend Scheme
- Applicants Guide to Evidencing Right to Work
- Corporate Induction Employee & Manager Guide

Recruitment Policy

1. Introduction

The Diligenta Recruitment policy sets out where appropriate and relevant, a consistent stance on the corporate recruitment practices, principles and expectations of employees, hiring managers and external agents operating on behalf of Diligenta to ensure any actions carried out on behalf of Diligenta support our approach to providing Equal Opportunities for all candidates at each stage of the recruitment and on boarding process.

The principles as laid out should be followed at all times in line with the supporting documents and guides as listed to protect the integrity of the recruitment and on boarding process.

2. Policy Statement

Whenever Diligenta recruit and select new employees or internal applicants for open vacancies, the approach should be open, fair and inclusive to all candidates and at all stages ensure we are following processes that align to our corporate Values, Diversity and Inclusion and Equal Opportunities policies.

Our objective is always to fill any positions with the candidate who is the best fit, with internal progression and development our default preference, subject to the applicant having the relevant skills, knowledge and experience to successfully carry out the role.

Selection for all positions should be via an appropriate candidate assessment for the role in question and should include ensuring a match to the Diligenta Values, core competency requirements, aspirations and expectations and candidate suitability for the position as defined in an evaluated job description and approved selection criteria.

All employees employed on a permanent or fixed term employee basis, must be provided with a written contract of employment which must be signed and returned in full before employment begins, along with correctly certified evidence of their right to work status.

Guides to explain and support the end to end recruitment and on boarding process can be found on the Diligenta intranet.

3. Scope

This policy applies to all Diligenta employees, either permanent or on fixed term contracts, agency workers, self-employed contractors and other third parties working on behalf of the Company e.g. TCS employees assigned to the Diligenta account.

4. Contractual Status

This policy does not form part of an employee's terms and conditions of employment.

The Company has the right to make changes to this policy, or to replace it, from time to time. Where it is reasonably practicable to do so we will give employees notice of any material changes to this policy or of any new procedure we may introduce.

5. Recruitment and Selection principles

The hiring/line manager is accountable for the end to end recruitment and on boarding process and should ensure that they own and support the delivery of an excellent candidate experience at all times. They are responsible for ensuring a positive ongoing level of engagement and that communication is maintained with their candidates where any further explanation or support is appropriate both pre and post start date with the Company.

Recruitment Approval Process

For any proposed vacancy process, there must be explicit and prior approval through the agreed process and from the correct management approval levels.

No recruitment activity, direct engagement or conversations implying such, are permitted to take place with any unauthorised external recruitment agency unless expressly approved and evidenced through Resourcing, Commercial and EMT jointly, to ensure contractual terms are in place to do so.

If in any doubt, the hiring manager should approach Resourcing for clarity and further instruction.

Where any unauthorised resourcing approaches are made by any party, the Company will not recognise nor be held responsible for any invoiced hiring payment requests. Should this subsequently lead to any commercial, legal or reputational detriment to Diligenta, this would typically be deemed as gross misconduct and therefore may result in summary dismissal.

The relevant People Team and/or Resourcing Team are responsible for providing the direct instruction to any recruitment or sourcing agent to proceed with any vacancy requests, inclusive of contractor extensions. This may be as the final approver within any approval process or the presentation of the appropriate Diligenta vacancy request form (DVF).

In giving approval to proceed with any vacancy request, all approvers are accountable for ensuring the details they are being asked to approve are correct and in line with corporate policies, any specific management instruction and any budget constraints.

The expected outcome of the recruitment process should be clearly defined and in line with all other relevant Diligenta policies and processes, such as the Salary Changes, ERAs and Promotions Policy.

The table below summarises the current approval levels that are required:

Recruitment		
Vacancy Level	Vacancy Grade	Checks/Approvals required
TM & TLS	Up to Diligenta Grade B4 (or equivalent) and within the existing budget	1. HRBP for non-Operations / Recruitment Partner for Operations 2. Ops Account Finance lead / Non Ops Head of Function 3. EMT 4. HRBP for Operations / SPP or Resourcing for non-Operations
MSS	Diligenta Grade C1 and C2 (or equivalent) for roles offered below £100k salary	1. HRBP for non-Operations / Recruitment Partner for Operations 2. Ops Account Finance lead / Non Ops Head of Function 3. EMT 4. SPP or Resourcing
MSS	Diligenta Grade C3 (or equivalent) and all roles for any offered salary of £100k or over	Operations: as MSS above plus People Director & COO Non-Operations: as MSS above plus People Director
ALL daily rate contractor vacancies or extensions to daily rate contractor roles and any permanent vacancies that are not client funded, irrespective of vacancy level/grade.		EMT, People Director and CEO or COO
ALL, where any internal offer is over 100% of the pay range, regardless of grade level		People Director

Vacancy Advertising

To ensure openness and an equal opportunity for all employees to further their career development, we should typically aim to advertise all appropriate positions internally for a period of 1 to 2 weeks before engaging the external market. This will be dependent on the role and should include all short term positions of a minimum period of six months.

Open vacancies should typically be visible and accessible to all employees via the Diligenta Careers Website unless specifically approved otherwise.

From time to time, and on an exceptional basis only, at the sole discretion of the Company, we reserve the right not to advertise specialist roles which may be deemed to be part of our internal succession planning or where we may decide to proactively match people to available positions where they have the required skills, knowledge and experience or to support their career development.

Where and at the sole discretion of the Company, we determine that external recruitment is the most appropriate form of resourcing, for example, where resourcing for specific sensitive positions, knowledge of the current workforce is already known not to have the required knowledge and skill-sets available to perform the role, or where the business needs to ensure internal stability, we may choose not to advertise the positions to internal candidates.

Where any of the above are appropriate, approval will be required from either the Resourcing team or the Strategic People Partner (SPP).

Internal applications

If any employee wishes to apply for a position advertised internally, they must first let their direct line manager know that they are planning to apply.

Typically the employee needs to have been in their current role for a minimum of 6-months and have a satisfactory performance rating. Exceptional circumstances can be agreed between the hiring and current line manager where appropriate and with the relevant HR approval.

For any internal applications, past performance may be taken into account and a verbal reference obtained from the line manager as part of the selection process.

The hiring manager is accountable for all communication with the current line manager and should keep them informed of any progress, including a discussion prior to a subsequent offer being made to an internal applicant.

6. Equal Opportunities

Diligenta encourages recruitment of the highest quality candidates from all backgrounds and abilities to apply for selection to any available role, subject to meeting the minimum application criteria.

Hiring managers must ensure that equal and fair treatment and opportunity is maintained throughout the recruitment process and that no discrimination on any grounds takes place at any stage.

We will strive to ensure that:

- Through our recruitment and promotion process, our workforce reflects the diverse communities in which we operate;
- All vacancies and development opportunities, should be advertised appropriately in line with this policy to ensure an equal opportunity for all suitable candidates who meet the minimum set criteria and aspiration to apply;
- Where any restructuring, reorganisation or redeployment situation exists, such advertising may not apply and the pool for potential selection may be limited to the affected area in the first instance to minimise any potential job losses;

- All candidates are considered on their individual merit, skills, knowledge and abilities only, with no favour or detriment towards anyone and no decision ever based solely on any of the protected characteristics as prescribed under equalities legislation;
- We ask all candidates whether reasonable adjustments are required prior to the interview taking place so as not to detriment their opportunities of a successful application; and
- All job applicants who report a disability and who meet the minimum job specification for the role will be guaranteed an interview but offers will be made to the best and most suitable candidate.

Our Diversity, Inclusion and Equal Opportunities Policy is published on the Company Intranet and sets out the standards and processes required in order to recruit in a fair and equitable way.

7. Offer process

For all appointments, the hiring manager should own the offer process to the successful candidate, internal or external. All aspects of any offer should be discussed and agreed with the relevant recruitment agent and/or HR prior to any offer being made to ensure a consistent and accurate message is given to the candidate, in line with any other current policy requirements.

External offers:

In most cases, the authorised recruitment agent will follow any verbal offer with a written confirmation of the offer and contract of employment. This must be signed and returned prior to starting employment with Diligenta and to commence the required vetting process. Any proposed exceptions must be referred to the Diligenta Resourcing team.

Any offer where the salary is above 100% of indicative band for the full time equivalent role, the salary is £100k or over, or where any bespoke terms of the contract differ from the standard Diligenta approach required the express approval from the relevant EMT member and People Director.

Internal offers:

All internal offer and contract activity is undertaken through HR Services and it is the responsibility of the hiring manager to ensure all necessary processes take place to enact the appointment.

No salary offer should be discussed or made to an employee for any appointment unless a proposal has been correctly approved through RemCom in line within the corporate Salary Changes, ERAs and Promotions Policy. Diligenta will not be liable for any unauthorised conversations or offers and any such discussion may be deemed as misconduct and action taken in accordance with the Disciplinary – Conduct Policy.

The hiring manager should liaise with the current line manager to plan a reasonable release date. This will generally be no longer than any contractual notice period but will ultimately depend on the specific circumstances, for example, if the role is highly technical, skilled or involves a singular SME and/or business critical position and there is no immediate successor available.

By exception and at our absolute discretion, any release may be delayed for a period to be mutually determined by both business areas to allow time to backfill the role and maintain service levels.

Where disputes may apply and cannot be resolved locally via the EMT member and/or SPP, the People Director's decision will be final. In all cases once determined, the recruiting manager will communicate the start date within the offer letter.

8. Employment of Relatives

Relatives and partners of current employees may apply for positions provided:

- it does not give rise to a conflict (or potential conflict) of interest for either person;

- employees are not placed in a compromising position because a relative or partner would have to report to them;
- there is no preferential treatment or abuse of any other relevant selection policy or process in gaining an unfair and unjust advantage as a result;
- the appropriate proof of right to work in the UK is evidenced, should they be a holder of a dependant visa.

Please refer to the Conflicts of Interest policy, which can be found on the intranet, for further information on how to manage this matter and process.

9. Referencing and Vetting

Diligenta are required to carry out due diligence within our reference and vetting process to ensure that only fit and proper persons are employed in order to minimise the risk to Diligenta, our clients and our customers.

No employee may start in the business without clear instruction that they are Day One compliant to do so from the relevant vetting agent. The hiring manager is accountable for ensuring this is in place.

The line manager is accountable for ensuring that all remaining vetting activity is completed within the first 6-weeks of employment. Any failure to do so may lead to the employee being removed from the business and disciplinary action being taken against the manager and/or employee.

For both internal and external candidates taking up a role that falls within the Financial Conduct Authority's (FCA) Senior Managers and Certification Regime (SM&CR), it is a pre-requisite that candidates fulfil the requirements of the 'fit and proper' background checks.

For internal candidates taking up roles outside of the SM&CR scheme but with a significant change of grade or broadband, the offer will be subject to satisfactory credit and criminal records checks.

If any checks prove unsatisfactory, for external applicants, it may be necessary for us to withdraw our offer of employment and for internal applicants it may not be possible for you to take up the role.

Please refer to the Diligenta Vetting Standards document for further details.

10. Selection and Assessment activities

In order to help us make the best selection decisions or most appropriate development plans, we may use relevant and suitable occupational tests or assessment methods as appropriate for the role.

To ensure we are committed to and following our Diversity and Inclusion approach, no tests or assessments should be undertaken that could detriment any candidates as covered by the prescribed protected characteristics under Equal Opportunities legislation.

We treat the results of all assessment confidentially, in the same way as other personal information and in accordance with general standards of best practice and provisions of the Data Protection Act.

You may request feedback on any results of tests, interviews or assessments that you undertake.

11. Credit and Criminal Records Checking

All prospective new employees must undertake a credit check and basic Criminal records check prior to starting employment with Diligenta and are expected to declare any "unspent" convictions or credit issues prior to starting employment. Having an "unspent" conviction or credit issues will not necessarily bar a candidate from employment as this will depend on the circumstances, background to any offence/issue and nature of the role.

With the exception of Senior Management Function roles (SMF) under SM&CR, candidates should not be asked to disclose convictions which are “spent” under the Rehabilitation of Offenders Act 1974.

Please refer to the Diligenta Vetting Standards document for full information and requirements.

12. Re-employment

Under normal circumstances, Diligenta will not re-employ any employee whom we have dismissed or who has been dismissed from any of the Group companies or our clients.

Diligenta will not typically reconsider any applicant for re-employment in a redundancy situation for a minimum of 12-months following the redundancy exit date. Any re-employment or exception must first be approved by a Strategic People Partner, detailing any potential consequences to the candidate.

13. Employment of current and former TCS employees

Whilst we support the mobility of people between Diligenta and companies within the TCS group, to avoid any conflict of interest Diligenta will not employ any current TCS employees without prior approval from TCS being obtained.

All applications must adhere to the standard external recruitment process and be screened and checked consistent with any other external candidates, failure to do so may lead to the application being rejected.

14. Right to Work Documentation

To ensure Diligenta comply with our legal obligations under the Immigration, Asylum and Nationality Act of 2006 and subsequent updates to the Act, we require all prospective employees, regardless of nationality, to produce evidence of their right to work in the UK prior to their start date.

Please refer to the latest Guide to Evidencing Right to Work on the intranet to help you understand what documents are acceptable and the process to complete this check.

Where any candidate does not hold an indefinite right to work in the UK, our standard approach should be to offer a fixed term contract up to the date of the expiry of that right to work. Should the employee’s status change and they receive an extension of their right to work or indefinite leave to work, they can then be either extended or offered a permanent role as appropriate.

For complete clarity, Diligenta do not hold a sponsorship licence and as such cannot employ any applicant that requires this.

15. Refer a Friend scheme

Diligenta operate a Refer a Friend scheme that under certain criteria may result in an incentive payment for the successful introduction of candidates. Please refer to the Policy on the Recruitment page on the intranet. All candidates referred must still be subject to the standard selection and vetting processes to ensure we comply with our equal opportunities policy.

16. Induction

All employees will undertake a structured induction and on boarding process on joining the Company and managers must ensure they positively support this to effectively integrate new employees into

the Diligenta business. Please refer to the Corporate Induction Programme Guide for Employees and Managers and the Corporate On-Line Induction Training on the intranet for further details.

17. Probationary Period

All employee's on-going employment will depend on completion of a satisfactory probationary period. The length of any probationary period will be included in the contract of employment. Please refer to the Probationary Policy on the intranet for further details about managing the employee through the probationary periods.

18. Policy Breaches

This policy can never cover all situations and as such the Company expects all managers, employees and recruitment agents to act in a reasonable manner in accordance with the spirit of this policy at all times when representing the Company in any recruitment activities. If a manager or employee is uncertain about any aspects of this policy, they should speak with their manager or HR for guidance.

Breaches of this policy may lead to formal disciplinary action being taken in accordance with the Disciplinary – Conduct policy up to and including summary dismissal.