

## RECRUITMENT AND SELECTION POLICY

The purpose of this recruitment and selection policy is to promote consistency, transparency, compliance and adherence to employment laws and legislation. This recruitment policy is a framework that clearly outlines all our business's recruitment practices, and will cover the following areas:

- Hiring philosophy
- Hiring practices
- Hiring standards
- Hiring vision

### Hiring Philosophy

At Cove we want to recruit the best talent within the caravan park, residential park and hospitality environment using our core values to ensure we attract and retain that talent:

**Excellence**

**Passion**

**Kindness**

**Hospitality**

**Trustworthiness**

**Stewardship**

We are a growing business and therefore our talent is key to our continued success and as we continue on our journey, we wish to grow our internal talent first as well as look externally when the business need arises. It is therefore imperative that we give our current team the ability to apply for any new opportunity arising anywhere in the business.

We are also committed to recruiting from within the local areas where we operate which will enhance our Stewardship value and standing in the local communities.

Lastly, we are an equal opportunities employer, and we will not tolerate discrimination of any kind either when applying to us or when employed and diversity in the workplace is of utmost importance.

### Hiring Practices

Always keep in mind that the way Cove treats its team, conducts candidate searches, interviews, or holds open days will be judged by applicants; and how they are treated is hugely important as they could be guests or owners in the future. If you promise to give feedback, then do so and if you promise to get back to applicants within a week then do so.

Recruitment selection and process always begins with a vacancy, and before any advertising takes place whether internally and especially externally a salary must be agreed, and a job profile completed and/or amended.

- With regard to salary, it is worth reviewing with one of the Human Resources team to get an idea of what others in the same or similar roles are being paid so we do not fall foul of any equal pay claims
- It is always worth reviewing the job profile to ensure any operational or business changes have been taken into account
- All roles must be advertised internally for at least 72 hours before being posted externally
- All internal candidates should be either interviewed or given face to face feedback following their application if not interviewed

- Only those Managers who have been trained in the Cove Recruitment and Selection process can recruit new team members
- Once advertised all applications should be screened against the job profile to see if the individual has the skills, qualifications and knowledge required, or if they have enough of a track record either academically or at work to be trained in the role.
- If an individual lives a long way from the place of work, then phone or video screening can take place initially. These questions should be standardised for each vacancy to ensure the right candidates are being taken to the next stage. Always remember they may be more suitable for another role or department
- Selection tests can include open day scenarios, psychometric tests, job trials and spending time with other team members. These help test the skill level, experience, and cultural fit of a candidate to help narrow the selection
- Face to face interviews, this may include one or more person interviewing the candidates. These are usually held with the hiring manager and/or team leader and must follow a standard set of questions that are then scored to ensure fairness, no discrimination takes place and the selection of the best individual
- Remember verbal offers of employment are legally binding so please try and wait until all candidates have been interviewed before making a final decision
- Once an offer is made the Hiring Manager should where possible get details of who the referees are and conduct telephone references, all offers are subject to satisfactory references
- Complete the new hire form and a contract will be issued via Dayforce
- Arrange start date and onboarding of the new team member

## Hiring Standards

Our aim with our standards is to embrace transparency, compliance, and adherence to employment laws and legislation, relevant to your location and to enhance the Cove reputation in our local communities.

All opportunities must be advertised internally first.

As stated above it is important that only those Managers that have attended the Cove Recruitment and Selection training are used to recruit new team. This is so we do not have any hiring biases, illegal interview questions, data protection issues and the confidentiality of candidate information is kept private, and that we do not employ anyone who cannot legally work within the United Kingdom.

Some candidates may need additional assistance which we should endeavour to offer or come to a compromise if exact assistance is not feasible.

All internal candidates must as a minimum have face to face feedback on why they are not being interviewed or if interviewed and unsuccessful why. It is also a key standard to discuss these reasons with their current Manager so a personal development plan can be put in place or added to.

Managers cannot interview and/or recruit a relative or close friend, this must be passed to another Manager to ensure transparency. Should the individual be offered a role they cannot work directly for a relative/close friend or be supervised by a relative/close friend.

Owners or Residents cannot be employed as this is a conflict of interest.

Ex-team members who were dismissed from the company should not be re-employed without getting a Directors permission.

## Hiring Vision

At Cove we want to recruit the best talent within the caravan park, residential park and hospitality environment using our core values to ensure we attract and retain that talent:

**Excellence**

**Passion**

**Kindness**

**Hospitality**

**Trustworthiness**

**Stewardship**

It is our goal to give our current team the best opportunities to grow and develop and to be at their best every day and this in turn will ensure that our guests and owners experience exceptional service on every occasion.

Promotion of our team as they develop is clearly linked to our excellence and hospitality values and we celebrate every success. We also measure this via our team survey and personal development plans.

As we continue to grow it is imperative that our current team are happy, loyal, feel valued and are developed so they can promote Cove as an employer of choice now and in the future.

It is far easier to attract great talent to a business with a culture that is kind, passionate and trustworthy and recommended as a great place to work by their own team.

This Policy will be updated from time to time as required by the business.