



HF

HARPER:FOX  
SEARCH PARTNERS

**Fair Selection Policy**



# Introduction

---

Harper Fox Partners Fair Selection Policy is an integral part of how the business operates and is fundamental to our ongoing commitment to equal opportunities.

This policy sets out procedures that are followed during both external and internal recruitment and developmental processes.

The aim of this policy is to eliminate any potential discriminatory practices and ensure that the best person for the opportunity is always appointed based on their ability.

In 2010 The Equality Act became Law in Britain. This law protects people against discrimination because of certain protected characteristics.

Under the Equality Act, there are nine protected characteristics which are listed below:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

## EDI Statistics

---

**9% - 11%**

INDUSTRY AVERAGE FOR  
PLACING DIVERSE TALENT

**24%**

THE ENTIRE STEM  
WORKFORCE ARE FEMALE

**15.5%**

GENDER PAY GAP  
FOR ALL WORKERS (2020)





# Types Of Discrimination

---

To eliminate discrimination, it is important to understand how people can be discriminated against. The Equality and Human Rights Commission have identified four main types of discrimination.

## **Direct Discrimination**

Treating one person differently to another person because of a protected characteristic. For example, not offering an interview to someone because of their age or gender.

## **Indirect Discrimination**

This can happen when an organisation puts a rule, policy or procedure in place which has an impact on someone with a protected characteristic more so than someone without one. For example, hosting a meeting in a venue with no disabled access.

## **Harassment**

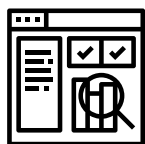
This means people cannot treat others in a way that violates someone's dignity, or creates a hostile, degrading, humiliating or offensive environment. For example, making derogatory and offensive comments about another employee based on their religion.

## **Victimisation**

This means people cannot treat you unfairly if you are acting under the Equality Act (making a complaint of discrimination), or if you are supporting someone else who is doing so. For example, an employee makes a complaint of sexual harassment at work and is then dismissed as a consequence.

## Our Promise

---



INDIVIDUALISED EDI  
STRATEGY FOR EACH CLIENT



ALL OUR EMPLOYEES  
ARE FULLY EDI TRAINED



BIAS REMOVED  
FROM SEARCH PROCESS



# Our Methods

---

At Harper Fox Partners we always follow best practice to ensure we find the best person for the position or opportunity whilst eliminating discrimination.

The aim is for the shortlisted candidates we present to clients to be truly representative of all sections of society, and for each candidate to feel respected and able to be their authentic selves throughout the process. We achieve this through a comprehensive range of fair and inclusive executive search practices as detailed below.

## Employees

- All of our employees have received equal opportunities and unconscious bias training.
- Our Search Consultants, Senior Partners and International Research Professionals are held to a high standard, ensuring their recruitment practices are fair, inclusive and non-discriminatory.

## Clients

- We recognise that a 'one size fits all' solution to EDI is not practical and efforts should be adapted to each of our client's business strategy to be fully effective.
- We lead businesses to define equality objectives to develop a cohesive strategy which will attract, present and advance diversity recruitment.
- This is supported by EDI business analysis, our Fair Selection Policy, Gender Pay Gap Advisory, as well as identifying and removing bias from the talent recruitment process (detailed below).

# Our EDI Support

---



EDI BUSINESS  
ANALYSIS



GENDER PAY GAP  
ADVISORY



FAIR SELECTION  
PRACTICES



# Our Methods: Recruitment

---

## Recruitment Process - Advertising

- When providing information about the available opportunity we ensure the language used is neutral and inclusive. This is to make sure the wording of the job description is inclusive and appealing to all.
- We ensure that the requirements for the position do not discriminate against any potential employees. Where a requirement may indirectly cause discrimination, we discuss adjustments with our clients to ensure a widened candidate pool.
- We use a range of different mediums to reach potential candidates, this is to guarantee we reach the widest range of applicants.

## Recruitment Process - Shortlisting

- We combine selection tools to ensure the fair objective measurement of aptitude, skill, leadership style, team suitability, strength and development areas.
- Our objective selection tools include:
  - Competency-Based Interview
  - Candidate Verification Check
  - Ability tests
  - Psychometric Profiling
  - Face to Face Leadership Appraisal
  - Company Culture Suitability
- Each candidate will undergo two competency-based interviews reviewed by two separate employees within the business to lessen any unconscious bias.
  - During these interviews all candidates will be asked the same questions and scored consistently by each interviewer.
  - Conversations regarding a candidate's personal life are avoided to prevent potential discriminatory bias.
- Any assessments we use, whether internal or external must have these essential requirements:
  - Content Validity (Is the assessment representative of the job requirements?)
  - Construct Validity (Does the assessment measure relevant traits?)
  - Criterion Validity (Does the assessment predict what its saying it will predict?)
  - Face Validity (Will candidates understand what is being tested?)
- We provide complete flexibility with our meeting times and places with candidates to prevent indirect discrimination.





# Our Methods: Data Protection

---

Harper Fox Partners takes privacy seriously. We comply with all applicable UK Data Protection legislation and regulations and are committed to ensuring data is secure.

## GDPR

Under the General Data Protection Regulation (GDPR), the lawful bases we rely on for processing data are:

- Consent
- Contractual obligation
- Legal obligation
- Legitimate interest

## Administration

- We retain thorough selection records in accordance with our privacy policy.
- Retaining records ensures we can detail our fair selection practices in the extremely unlikely event of a discriminatory complaint.
- We will only collect, use and process special category data with explicit permission and are fully transparent about how this data will be used before it is collected.
- More information about our data protection practices can be found in our Privacy Policy.

Through our use of objective, structured and consistent evaluation methods, Harper Fox Partners promote impartiality, inclusivity and neutrality throughout the executive search process.

# Our Results

---

**31%**

INCREASED DIVERSE  
TALENT REPRESENTATION

**97%**

CANDIDATE  
RETENTION RATE

**98.9%**

SERVICE EXCELLENCE  
RECORD



# Our Ethos

---

Harper Fox Partners passionately exemplify equality, diversity and inclusion within the business world. We understand that diverse talent is central to building a highly productive and innovative workforce for all.

## Partnership

As part of our ongoing commitment to Equality, Diversity and Inclusion we have partnered with The Equal Group to provide a comprehensive EDI offering to the industry. Delivering the support needed to implement sustainable inclusion whilst ensuring the benefits of diverse hiring are reached.

As proven data driven EDI specialists, The Equal Group assist organisations to establish robust EDI systems, procedures and policies, enabling businesses to measure successful progress over time.

We recognise that a 'one size fits all' solution to EDI is not practical and efforts should be adapted to each business's strategy to be fully effective.

Fully understanding our client's business needs, allows Harper Fox Partners to focus on impactful, inclusive talent attraction campaigns for our clients.

## Get In Touch

---

44(0) 203 948 4938  
enquiries@harperfoxpartners.com  
www.harperfoxpartners.com

## ABOUT US

Harper Fox Partners pioneer leadership and executive search solutions for the global engineering and energy industries.

Our values and beliefs are the foundation of all that we are and do:



**Inspire:** dynamic, passionate, advocates of change



### Exceptional:

Innovators, adding value through outstanding deliverance



**Ethical:** honest, open, fair and respectful



**Inclusivity:** Proud to embrace and represent all

