

Policies	POL 43	 consolidatedgroup.com.au
RECRUITMENT AND SELECTION POLICY		

PURPOSE

Consolidated Group of Companies is committed to attracting, recruiting, and retaining a skilled, diverse, and capable workforce through a fair, transparent, and effective recruitment and selection process.

This policy ensures recruitment decisions are merit-based while actively supporting **greater participation and representation of Aboriginal and Torres Strait Islander peoples and women**, particularly in industries where they are traditionally under-represented, including mining, construction, transport, and industrial services.

OBJECTIVES

Fair and Lawful Recruitment

Consolidated Group will ensure recruitment and selection practices are:

- Fair, transparent, and consistent
- Based on genuine job-related requirements
- Compliant with the **Fair Work Act 2009 (Cth)** and applicable anti-discrimination legislation

Indigenous and Female Participation (Priority Outcomes)

Consolidated Group is committed to improving employment outcomes for:

Aboriginal and Torres Strait Islander peoples, and

Women, particularly in operational, trade, technical, and leadership roles

To support this commitment, Consolidated Group will lawfully apply **targeted recruitment strategies and positive measures**, including:

Prioritising Aboriginal and Torres Strait Islander applicants and female applicants **where candidates are suitably qualified or capable of undertaking the role with reasonable training**

Meeting or exceeding Indigenous participation and gender diversity targets contained within client contracts, funding agreements, and project commitments

Actively promoting roles through Indigenous organisations, community networks, and female-focused employment pathways

Supporting career development, mentoring, and training pathways to build long-term capability

Nothing in this policy permits unlawful discrimination. All appointments will be made on merit, with diversity considerations applied in a **lawful and transparent manner**.

RECRUITMENT & SELECTION PROCESS

Job Advertising

- All vacant positions will be advertised internally and/or externally unless a role is filled through an approved direct appointment or workforce planning process.
- Job advertisements will clearly outline:
 - Role responsibilities
 - Essential and desirable criteria
 - Required qualifications, licences, or competencies
- Where appropriate, advertisements will **encourage applications from Aboriginal and Torres Strait Islander peoples and women**.

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Selection Criteria

- Selection criteria will be clearly defined and directly related to the inherent requirements of the role.
- Criteria may include skills, experience, qualifications, licences, and demonstrated capability.
- Where appropriate, **capacity to develop, train, or upskill** may be considered alongside existing experience.

Interview and Assessment

- Candidates will be assessed using a structured and consistent process.
- Interview questions will be job-related and focused on skills, experience, and capability.
- Where two or more candidates are assessed as **comparably suitable**, priority may be given to Aboriginal and Torres Strait Islander applicants or female applicants in line with organisational diversity objectives and contractual obligations.

Selection Decision

- Final selection decisions will be based on merit, role requirements, and organisational needs.
- Diversity objectives, Indigenous participation commitments, and gender representation targets will be considered where lawfully applicable.
- Selection decisions will not be influenced by any prohibited attribute unrelated to job performance.

Documentation and Transparency

- Recruitment activities will be documented, including:
 - Job advertisements
 - Applications received
 - Interview notes and assessment outcomes
 - Selection decisions
- Records will be retained to demonstrate transparency, accountability, and compliance.

Training and Capability

- Managers and HR personnel involved in recruitment will receive training in:
 - Fair and lawful recruitment practices
 - Bias awareness
 - Indigenous engagement and cultural awareness
 - Gender-inclusive recruitment practices

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RESPONSIBILITIES

- **Managers and Supervisors**
Responsible for complying with this policy, participating in fair selection processes, and supporting diversity and inclusion objectives.
- **HR Personnel**
Responsible for overseeing recruitment processes, ensuring compliance, maintaining records, and supporting targeted recruitment initiatives.

RELATED PROCEDURES

- Human Resources Management Plan – PLN03
- Employee Handbook – Manual M1
- Indigenous Engagement Policy
- Diversity & Inclusion Policy

COMMITMENT

This policy applies to all Consolidated Group directors, management, employees, contractors, and suppliers involved in recruitment and selection activities.

Consolidated Group is committed to building a workforce that reflects the communities in which we operate and to creating meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples and women.

Approved



Theo Tsorvas

Director

Date 13.12.2025