



Recruitment Policy

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Recruitment Policy

Table of Contents

Contents

1.1 Change Control:	3
1.2 Record of Approvals:	3
2.1 Purpose and Objective:	4
2.2 Policy Requirements:	4
2.3 Scope and Exceptions:	10
2.4 Roles and Responsibilities:	10
2.5 Sage Delegation of Authority (DOA) Reference:	11
2.6 Referenced Assets:	11
2.7 Consequences for non- compliance:	11
2.8 Glossary:	11
2.9 Contacts:	11
2.10 Appendix:	11

Recruitment Policy

1.0 Administration

1.1 Change Control:

Version	Author of Change	Date	Details of Change
1.0	Kerry Willumsen	July 2016	New Policy
1.1	Marian Sample	Sept 2016	Amendments to address legal differences in Australia and US and cross reference DoA
1.2	Data Protection and Information Security Lawyer	July 2017	GDPR Review
1.3	Deanna Buchanan	Dec 2017	Clarification around conflicts of interest for family relationships
1.4	Tonya Pedigo	July 2018	Updated sections 2.2.1, 2.2.2 and 2.2.3

1.2 Record of Approvals:

Committee Name	Date
Policy Approval Committee	11 August 2016
Policy Approval Committee	26 October 2016
Policy Approval Committee	5 September 2017
Policy Approval Committee	7 December 2017
Policy Approval Committee	4 September 2018

Recruitment Policy

2.0 Purpose, Objective and Scope

2.1 Purpose and Objective:

Hiring great talent is crucial to Sage's Sage aspiration to create a high performing culture and Sage is committed not only to sourcing, selecting and hiring the best talent for its business, but also to ensuring a positive candidate experience for all job applicants.

How candidates experience Sage during the recruitment process impacts our company brand and reputation, therefore this document sets out Sage's policy on recruitment to ensure a consistent and excellent approach is adopted to all hiring processes across the organisation.

Hiring talent is a significant investment for the organisation and this policy also sets out how Sage will control the cost of recruitment and ensure adherence to all appropriate legislation.

2.2 Policy Requirements:

2.2.1 Recruitment Principles

To ensure a consistent approach to hiring talent across the Sage business, the following principles must be adhered to at all times.

1. Hiring Managers must obtain the necessary approvals for recruitment from their leadership **before** activating any element of the hiring process. The approval process is reviewed from time to time and communicated. Requests for approval of vacancies must be made on the appropriate authorisation form, duly completed, accompanied by an up-to-date Job Description and with details of the proposed Grade, Salary, and incentive plan. This applies to all types of recruitment, whether internal or external, temporary or permanent, contractor, agency worker or direct hire.
2. Approved vacancies will be allocated to a Talent Acquisition Partner, who will be responsible for managing all aspects of the recruitment process through verbal offer.
3. Direct sourcing is the preferred method for all recruitment. Use of third party staffing agencies requires approval from the Talent Acquisition Manager and the Chief People Officer. Cost for third party Agencies should be paid by the business with the open vacancy unless there is an exception.
4. Sage is an equal opportunity employer and adopts an equal opportunities approach to hiring. All parties involved in the hiring process are responsible for adhering to this.
5. Sage will assess all prospective colleagues against Sage values and behaviours and for English language capability (where applicable), as well as other criteria applicable to the specific job role, as agreed by the Talent Acquisition Partner and hiring manager.
6. All offers to potential colleagues will be made verbally by the Talent Acquisition Partner, unless there is an approved exception. Offers that fall outside of what was approved on the vacancy require additional approval from the One Up Manager, Reward, People Business Partner and Finance. Offers that fall inside of

what was approved on the vacancy only require approval from the Hiring Manager. The written offers are sent to the candidate by People Services to acknowledge and sign the terms and conditions.

7. All offers are subject to satisfactory reference checks related to the role, and/or country, including documented proof of the individual's right to work if applicable under local law.
8. All personal data collected must be processed fairly and lawfully in accordance with the Personal Data Protection Policy.
9. Candidates, successful colleagues, contractors and consultants and other workers must be provided with a copy of Sage's Privacy Notice for Potential, Current and Former Colleagues and Other Workers, as well as any equivalent local notice.
10. There may be occasions when family members are employed at Sage either as a result of a successful application or through acquisition. Family relationships include mother, father, brother, sister, child, husband, wife, partner, aunt, uncle, grandparent, grandchild, or in-law on any of the above and if in any doubt what constitutes a family relationship, candidates or colleagues should ask for clarification. By signing the offer contract, the candidate is confirming adherence to our conflict of interest policy. Signed offer contracts will be kept in Sage People on their team record. To avoid any conflict of interest the following applies:
 - Family members will not directly report to one another nor be involved in any way in the decisions that relate to hiring (interview processes must be independent and transparent) or any terms of employment including training and promotions.
 - Family relationships are to be declared to the People Business Partner or Talent Acquisition Partner at the earliest opportunity.
11. Successful candidates will also be required to acknowledge that they have read, understood and accept the Sage Code of Conduct before joining.

2.2.2 Internal Recruitment

Internal Applications

Sage is committed to developing and retaining its talent and vacancies will be advertised internally to provide progression opportunities for colleagues. Internal applications will be considered alongside external applicants. In some cases, vacancies will be advertised internally only.

Colleagues should inform their manager of their interest in applying for a different role within the organisation before applying. Hiring Manager must contact Current Manager to verify eligibility.

Colleagues who are currently on a Performance Improvement Plan may express interest in applying for a different role within the organisation but it is recommended the colleague speak with their People Business Partner before applying.

The Talent Acquisition Team will keep all candidates informed of progress during the process.

Offers to successful colleagues will be made in writing, including any changes to existing terms and conditions and details of any trial period. Any action that will be

taken should they be unsuccessful within the trial period will be agreed in advance, where legally applicable

Unsuccessful internal applicants should receive feedback directly from the Hiring Manager or the Talent Acquisition Partner. Unsuccessful external applicants will be notified of their status from Talent Acquisition.

To make the most of the development opportunity provided by a new role, colleagues should normally spend a minimum of one year in post before applying for another new position.

Internal Secondments

Secondment opportunities may present themselves from time to time within the business. It's our aim to use these opportunities to give individuals career development and the chance to experience different areas of the business and different roles. A secondment is appropriate where a role will exist for a set period of time and requires skills and experience which can be found internally, e.g. for specific projects, to cover a period of maternity leave, or where an opportunity has been identified as providing a specific development opportunity.

Local secondment procedures should be discussed with the People Business Partner and processed through People Services.

Internal release timelines

Notice period should be discussed and agreed by both the Hiring and Releasing Manager before a colleague transfers to a new role internally. The length of the notice period will be determined at this time. Some roles may require a longer notice period to ensure appropriate backfill or cover can be put in place.

2.2.3 Referrals

Colleagues who successfully introduce external talent to working at Sage may be rewarded by a referral reward if applicable.

For further information and guidelines, please refer to the Colleague Referrals Program Guidelines.

2.2.4 Recruitment of temporary resources

Sage policy is to use temporary workers only where considered absolutely necessary. A temporary worker must not be engaged to fill a permanent position, but only be engaged as a short-term resource. Standard vacancy approval process must be followed to hire a temporary worker.

The appropriate approvals must be obtained and Sage Recruitment Process must be followed in all instances, including hire of agency workers, contractors, apprentices, interns, work experience placements and where temporary employment subsequently leads to a permanent appointment.

Hiring Managers wishing to terminate any temporary contracts before the agreed term/ period of contract is due to expire must do so by giving the appropriate notice in accordance with the contractual documents.

Temporary Workers (hourly paid, day rate, salary)

Temporary workers will only be engaged where there is a short-term additional or uncertain operational requirement for resources which cannot be met from existing colleague availability.

Where possible, our internal Talent Acquisition Team should be engaged to recruit on these vacancies. In some cases, an Agency can be engaged or we may utilize our partnership with a managed service provider to recruit on these vacancies. Any engagement with an Agency or MSP must be managed by Talent Acquisition. Agencies must only be contacted via the Talent Acquisition Team. Contractual agreements must be in place with all agencies used, approved by Procurement.

Payment for services provided will always be made to the employing agency or company, against formal invoices provided on an agreed periodic basis or payment to the temporary worker will be made between Sage and the temporary worker directly.

In all cases the Sage Recruitment Process must be followed, and no temporary worker may be hired without authorisation through the relevant recruitment forum. Rates of pay must be authorised in accordance with approval given during the recruitment forum.

Contractors/Consultants (day rates or salary)

Self-employed consultants, contractors and freelancers may be contracted from time-to-time to provide specialist services for a fixed period of time or until the completion of a particular task.

In all cases Procurement must be engaged and appropriate approvals must be obtained. Rates of pay must be authorised in accordance with guidelines prevailing at the time given by Procurement

Self-employed consultants, contractors and freelancers must only be contacted via the Talent Acquisition Team and Procurement. Contractual agreements must be in place with all agencies used, approved by Procurement.

Self-employed persons will on no account be eligible for any employment benefits such as paid holiday, sick pay, pensions, colleague discounts, company cars, corporate business expense cards, corporate training programmes, etc. Such benefits clearly demonstrate an employer-colleague relationship.

Contracts for the provision of such services must always be approved by Procurement. Where a contractor is hired via an agency or other third party, agreements must be in place and approved by Procurement. Payment will be made against formal invoices provided on an agreed periodic basis and in accordance with Finance procedures prevailing at the time.

Apprenticeships, Internships and Work Experience

Apprenticeship, Internship and Work Experience programs are implemented at some Sage locations, and the Company is committed to providing such opportunities for career development.

In all cases the Sage Recruitment Process must be followed and no apprentice or intern may be hired without authorisation through the relevant recruitment forum. Rates of pay must be authorised in accordance with approval given during the recruitment forum. Contractual arrangements for employment of apprentices and interns may vary by location and is always subject to local legal requirements.

2.2.5 Interview Expenses

Interview expense claims will only be reimbursed with the prior approval of the budget holder for the recruiting area. Costs will be charged to the Hiring Manager's budget.

2.2.6 Offer of Employment Checks

Right to work

To comply with immigration law and be considered for employment with Sage, applicants must be eligible to work in the country in which they will be based.

Applicants must provide proof of their Right to Work, which must be checked by the People Services Team, Talent Acquisition Partner or Hiring Manager before any offer is made and/or before employment commences. It is a civil and criminal offence to employ an individual illegally. Local policies and legal framework must be followed.

Where Sage is required to apply for a work permit to allow an individual to work, the permit must be obtained prior to commencement of employment via People Services or People Business Partner.

Background checks

For specific positions, applicants may be requested to disclose adverse history when applying for a role, only where permitted by local laws. An example of this may be a check on criminal convictions.

If a criminal background check finds any undeclared unspent convictions, Sage may have to withdraw the offer of employment. The People Services Team in partnership with the Talent Acquisition Team will offer further advice and request guidance from Legal if applicable.

Applicants are not required to disclose previous spent convictions or cautions where not legally required to do so.

It is the applicant's responsibility to make sure all documentation is completed and provided within the agreed timelines.

Reference checks

In most cases, Reference checks should be requested where applicable per local laws. In some cases, Sage may opt not to conduct references due to specific circumstances. In these cases, Hiring Manager and Talent Acquisition must discuss before final decision is made.

In the event that a prospective Colleague cannot supply details for references, a character reference will be acceptable.

2.2.7 Induction

To ensure new colleagues feel excited at the prospect of joining Sage, get up to speed quickly with roles and responsibilities, and are able to make a positive contribution as soon as possible, there is a standard 90-day onboarding programme with details provided to hiring managers and new hires on appointment.

It is the responsibility of the Hiring Manager to manage the successful induction of any new colleague joining their Team.

2.2.8 Performance review

In line with Sage's commitment to building a high performing culture all new colleagues will discuss and agree goals with their line manager during the first 12 weeks of employment, as part of their induction process. These performance goals will be recorded and progress will be managed in line with the performance review process. L.E.A.D Performance Planning – For countries on this program, you and your manager will review and provide feedback on a monthly basis. For more info, please visit L.E.A.D Performance Planning.

2.2.9 Equality and diversity

Sage is committed to applying its Diversity and Inclusion Policy at all stages of recruitment and selection, following fair and inclusive processes and recruiting the person who is most skilled to do the job. Consideration will be given to the make-up of interviewers and selection panel members to ensure diversity and minimise risks of unconscious bias.

Sage will endeavour to secure a diverse shortlist for all vacancies. Qualified applicants will receive consideration for employment without regard to race, colour, age, disability, protected veteran status, gender, sex, religion or belief, LGBT identification, marital or civil partnership status, pregnancy and maternity, or gender identity or reassignment. This applies not only to candidates who have a protected characteristic themselves, but also to those perceived to have, or associated with someone who has, a protected characteristic.

2.2.10 Data and documentation

Accurate records of the recruitment process must be kept, regardless of the outcome of the application. These records include applications, interviews, assessment centres, test results, whether an appointment is made or not. Any data and documentation relating to a particular candidate will be treated as confidential information and access will be restricted to those involved in the recruitment process.

Data protection laws generally require us to keep personal data for no longer than is necessary for the original purpose(s) collected. At the end of the recruitment process, ensure that no record is held beyond the statutory period in which a claim arising from that process may be brought unless there is a clear business reason for exceeding this period. Thereafter, all records must be passed to the Talent Acquisition Partner, who will ensure they are held and destroyed in accordance with local Data Protection and Security procedures. The records of successful applicants are retained and become subject to Sage Data Protection policies.

If we wish to keep information on unsuccessful candidates, temporary workers or colleagues beyond the selection process or the term of their engagement, e.g. with future vacancies in mind, we should obtain their consent to do so and must inform them that they may withdraw their consent at any time thereafter. For further information on how to collect and record consent, please refer to the Personal Data Protection Policy.

Individuals can access the records that Sage holds regarding their application for employment, within their retention period, by making a data subject access request ("DSAR"). In such circumstances Sage may choose to withhold information that there is no obligation to disclose, for example confidential employment references. Refer to the

Personal Data Protection Policy for further information on DSARs and the DSAR Procedures document.

2.2.11 Supplying References

Line Managers may be asked to provide references for former colleagues from time to time. If any such requests are received, the Line Manager should forward these onto the People Services Team to complete.

2.2.12 Other References

Any other reference requests e.g. financial should be forwarded to the People Services Team via Service Now.

2.3 Scope and Exceptions:

This policy applies to all Sage colleagues regardless of length of service, job role and contractual status, (i.e. permanent / temporary). It also applies to external contractors.

This policy is to be used in conjunction with local procedures and legal frameworks.

2.4 Roles and Responsibilities:

Responsibility:	Responsibility			Candidate
	Hiring Manager:	Talent Acquisition Partner	People Services	
Complete documentation including Job Description and obtain approval to begin recruitment	x			
Manage end to end hiring activities in line with agreed process		x	X Offers and Background checks	
Assess applications fairly and with Sage behaviours, values and commitment to diversity and inclusion in mind	x	x		
Make final decision on which candidate to hire	x			
Ensure approved contractual arrangements are in place with 3 rd party suppliers of temporary/contract resource	x	x and Procurement		
Obtain necessary approval for non-standard activities, e.g. use of external recruitment agencies, offers of employment outside of agreed reward levels, etc.	x	x		
Supply necessary proof of right to work, and any other details required for employment checks				x
Complete necessary employment checks			x	
Manage the induction experience	x			
Maintain records throughout recruitment process in compliance with Data Protection legislation and regulations	x	x	x	

2.5 Sage Delegation of Authority (DOA) Reference:

The following sections of the Delegation of Authority matrix should be referred to for details of the relevant authorisations required for hiring colleagues and contractors at different levels in the organisation.

Section of DOA:

People

2.6 Referenced Assets:

The following Sage assets should be referenced for further information:

- Talent Management Policy
- Performance Policy
- Values and Behaviours playbook
- Reward procedures
- Language Policy
- Diversity & Inclusion Policy
- Global Mobility Policy
- Personal Data Protection Policy
- Data Subject Access Request Procedures
- <http://onboarding.Sage.com/> microsite
- Procurement Lifecycle Policy and Framework
- Privacy Notice for Potential, Current and Former Colleagues and Other Workers

2.7 Consequences for non- compliance:

Non-adherence to this policy could result in damage to Sage reputation, non-compliance to relevant legislation and loss of control over budgeted spend. In the case of nonadherence appropriate action will be taken in line with the applicable disciplinary procedure.

2.8 Glossary:

N/A

2.9 Contacts:

Should you have any questions about the content of this policy please contact:
Deanna Buchanan VP, Talent Acquisition (interim) Deanna.buchanan@sage.com

Further information regarding related local procedures and regulations can be obtained from the local Team, Talent Acquisition Manager or Talent Acquisition Partner.

2.10 Appendix:

N/A