



Recruitment Policy

DFS Furniture PLC

Document Control Summary	
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Policy Owner	Stacey Williams, Senior Group Talent Acquisition Manager
Reviewer	Amy Pandazis, Richard Shackleton
Approved by	Martin Clark, Group People Director
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Date of next review	January 2027
Changes from previous version	General update to policy

1. What is this policy about?



We recognise that attracting and recruiting the right candidate is essential to our continued success. It is our aim to do this through a fair, inclusive and transparent hiring process that reflects our values and helps us build a diverse and dynamic workforce.

2. Why do we have this policy?

DFS Group is committed to providing equal employment opportunities to all candidates, regardless of race, ethnicity, religion, sex, gender identity, sexual orientation, age, disability, nationality, or any other characteristic protected by law. We believe in cultivating an environment where everyone feels a sense of belonging and empowered to bring their authentic selves to work.

3. Who does this policy apply to?

This policy is intended for the DFS Group People Team and hiring managers, as well as prospective candidates and anyone who is currently employed by the DFS Group within the UK or ROI, regardless of whether permanent or temporary, part time or full time. This policy applies to all processes relating to recruitment, internal progression and promotions.

This policy isn't contractual. It will be reviewed on an ongoing basis and we may amend it at any time.

4. People responsible for the policy

The Group Leadership Team (GLT) has overall responsibility for this policy. The People Team has day-to-day operational responsibility for this policy and any associated training.

5. Job Descriptions

Applicants can request an up-to-date job description for the role they're applying for, defining the responsibilities and expectations of the role.

All roles are evaluated to ensure that they are graded at the appropriate level based on the role requirements and that equal pay for equal work is awarded within defined bands.

6. Advertising

Whilst we will aim to ensure that all vacancies are accessible to internal talent within the Group, there may be specific occasions where we need to seek candidates from outside the Group only, due to the seniority of the role or the specific skill set needed for the role. There may be occasions where we choose to advertise both internally and externally at the same time.

We may use third-party agency support to recruit for some roles on an ad hoc basis (for example, where the role is more specialist in nature). We will endeavour to ensure that any third party agencies that support our recruitment practices, also work to the same standards and principles as our internal team.

The job advertisement will typically remain open for thirty days. We may however need to remove an advert earlier than the closing date for a variety of reasons.

7. Application Process



At DFS Group, we are committed to making the application process clear, accessible, and seamless for all candidates. We also encourage internal mobility, offering current colleagues opportunities to grow and develop within the company.

All current job openings at DFS Group are listed on our official DFS Group careers websites, as well as on trusted external job boards and recruitment platforms. We encourage candidates to regularly check these platforms for new opportunities.

Candidates can submit their applications online via our Careers page or other authorised recruitment platforms. A complete application typically includes:

- A CV that outlines your professional experience, education, and relevant skills.
- Additional documents: Depending on the role, candidates may be asked to submit a portfolio, certifications, or other supporting documents.

Successful and unsuccessful applicants will be informed either via telephone or email.

All individuals who apply for a position in Northern Ireland will be required to complete the mandatory confidential monitoring form on the recruitment platform at the same time as they complete their application.

8. Interview Process and Assessment Criteria

Once the application is submitted, our recruitment team will conduct an initial screening based on:

- Qualifications and skills; related to the job description.
- Cultural add; ensuring the candidate's approach is in alignment with each brand's values, to enhance the culture of the organisation.

Qualified candidates will be contacted as soon as possible to proceed to the next stage. If your application is not selected, we will keep it on file for up to 3 years with a view to match you to any future opportunities which may arise within the Group, unless otherwise specified or requested by the candidate, as per our [Privacy Notice](#).

Successful candidates will be invited to participate in at least one assessment or interview, which is relevant to the role, these may include:

- Phone or video screening: An initial conversation to further assess your suitability for the role and answer any questions you may have
- In-person or virtual interviews: Meetings with the hiring manager, team members, and potentially senior leadership. Interviews may be conducted in multiple stages to assess both technical skills and alignment to brand values
- Skills or situational assessments: For certain roles, additional tasks or assessments may be required to evaluate your competencies in a specific area



We are committed to accommodating candidates with Reasonable Adjustments during the interview process, for example, changing the location of in-person interviews, or providing assistance or extra time for assessments. If you need any specific adjustments, please let your recruiter know when arranging your interview.

Our preference is for all interviews to be conducted by a minimum of two authorised colleagues; typically one will be the lead interviewer. Notes will be taken during interviews.

We always aim to recruit the person who is most suited to each particular role. We recruit on the basis of the applicant's abilities and individual skills as measured against the criteria for the job description. Qualifications, experience and skills are assessed at the level that is required for the role.

After the interview stage(s) all candidates will be notified via telephone or email of their outcome.

9. Equality, Diversity and Inclusion

We are committed to applying our [Equal Opportunities, Inclusion and Diversity Policy](#) at all stages of recruitment and selection. We always carry out shortlisting, interviewing and selection without regard to an applicant's sex, gender identity, sexual orientation, disability, marital or civil partnership status, skin colour, race, nationality, ethnic or national origins, religion or belief or community background, age, pregnancy or maternity leave, trade union membership.

Interviewers must only ask a candidate questions about their health where this is directly necessary for a particular role and, in any event, only once they have been made an offer.

The People Team is always available to provide guidance on reasonable adjustments.

10. Qualifications and Criminal Record Checks

Applicants are encouraged to disclose any previous convictions during their application and interview process, on the basis that having a previous conviction will not necessarily prevent a candidate from progressing with their application or securing a role. However, applicants may be subject to a criminal records check using the Disclosure and Barring Service (DBS) in England and Wales, Disclosure Scotland in Scotland or AccessNI in Northern Ireland. Basic checks (including self-declarations where appropriate) will be carried out on all successful candidates and some roles may require a higher level of vetting. All checks will be dependent on the role applied for and subject to the relevant legislation in place in the locality at the time.

If during employment, it becomes apparent that an applicant has falsified any information supplied in support of their application, including certificates, qualifications or membership to a professional body, then we may take disciplinary action, which may result in the dismissal of the individual involved. We may also notify the relevant bodies of such falsification.



A failure by an applicant to reveal a conviction that is not spent may be subject to disciplinary action if this is discovered whilst in our employment. Such failure may constitute gross misconduct, which could result in dismissal.

11. Right to work

We only recruit individuals with a legal right to work in the UK or ROI where applicable. All offers of employment will be subject to the candidate providing the required original documents or the Company being able to carry out a check on the UK Home Office online right to work checking service, confirming their right to do the work in question. We will carry out right to work checks in line with Home Office guidance before employment commences and again during employment, if necessary and appropriate. Where an online check is required or possible, the candidate will be asked to share their right to work details using the 'Home Office prove your right to work to an employer' online service.

The requirement to provide evidence of the right to work in the UK or ROI applies to all new recruits, regardless of their race, nationality or ethnic or national origins.

DFS Furniture Company Ltd is registered for the purposes of visa sponsorship under the Skilled Worker visa route. If the specific skill set of the role means that Sponsorship is deemed appropriate, then, the DFS Group has the option to consider sponsoring a candidate. This would be subject to the candidate in question meeting Home Office requirements.

12. Modern Slavery and Human Trafficking

The DFS Group has a zero tolerance approach to all forms of modern slavery and works proactively to identify and eliminate to the fullest extent practicable all modern day slavery and human rights abuses anywhere in our business or supply chain. Should recruiting managers have any concerns around candidates potentially being involved in modern slavery, they should immediately raise this with the People Team, via our confidential Whistleblowing Line, or you can call the Modern Slavery helpline on 0800 0121 700.

13. Data protection

We process all personal data collected during the recruitment process in accordance with our Group [Data Protection policy](#). In particular, data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Further details can be found in our Privacy Notice, which is available on our [Group People Hub](#). Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the Group's Data Protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the [Discipline Policy](#).

14. Personal relationships

Careful consideration will be given when promoting or recruiting a relative or close contact of a current colleague of the Group due to a potential conflict of interest. Our [Relationships at Work Policy](#) details how



personal relationships are managed during employment within our Group and these principles therefore apply to the recruitment process and may impact recruitment decisions in line with the policy.

15. Protecting our Recruitment Teams

We are dedicated to making sure both our teams and our customers always feel at home at DFS Group, creating a place where everyone feels safe. We promote kindness, equality and respect in our teams and our recruitment processes. We ask our candidates to do the same when interacting with us.

We will not tolerate any form of harassment, threatening or abusive behaviour, and such behaviour will result in a candidate being removed from the recruitment process.

16. How to raise an issue

At DFS Group, we believe that recruitment is not just about finding the right candidate, but also providing an exceptional experience for all applicants. We are committed to timely communication, respect for the candidate's time and efforts, and ensuring that everyone who interacts with us leaves with a positive impression of DFS Group.

If at any time during the recruitment process you do not feel that this has been the case, or if there is any other concern that you may have or suggestion to help us improve our processes, then please raise this with your recruiting manager in the first instance. Alternatively, you can contact the Talent Acquisition team directly via talent@dfs.co.uk, or existing colleagues can refer to the [Grievance Policy](#). Or if you deem it more appropriate, you can refer to our Group [Whistleblowing Policy](#).

17. Key contacts

People Shared Services	01302 495967
Employee Assistance Programme (EAP)	UK: 0800 028 0199 ROI: 1800 936 071 www.healthassuredeap.com Username: wellbeing Password: HikeHeelLoop
Whistleblowing Line	0800 047 4037