

Recruitment Policy



GSS Group
ABN: 12 668 595 382
F01/122 Studio Ln, Docklands VIC 3008

Date: 03/02/2026
Review: 01/02/2027

GSS Group (“the Company”) is committed to recruitment and selection practices that are open, competitive and based on merit.

Recruitment and selection practices will reflect the Company’s strategic and operational objectives.

This policy sets out the Company’s process of recruitment to enable the effective placement of new employees and the equitable treatment of all candidates.

1. Scope

This policy applies to the recruitment of all casual, fixed-term and permanent full and part-time positions within the Company’s organisation.

2. Anti-Discrimination

The Company is committed to recruiting potential employees on the basis of merit. As such, the Company’s recruitment process should be conducted in accordance with the principles in the Company’s Policies and applicable anti-discrimination legislation.

3. Responsibilities

It is the responsibility of managers and supervisors involved in the recruitment process to adhere to this policy in selecting, evaluating and securing applicants for employment opportunities.

Additionally, it is the responsibility of Human Resource personnel to:

- (a) oversee managers and supervisors compliance with this policy;
- (b) assist in the resolution of employment decisions;
- (c) compose and distribute offers of employment;
- (d) process employment paperwork for new employees; and administer this policy.

4. Recruitment Process

4.1. Approval to recruit

Where personnel seeking to hire a potential employee (whether that be via internal or external recruitment process or filling of a vacancy by direct appointment) does not

have the requisite authority to do so, they must obtain written approval from Senior Management.

4.2. Position descriptions

If a position description exists, it should be reviewed and updated to reflect any changes to the responsibilities of the position. If no position description exists one should be developed that includes information such as the following:

- (a) a simple paragraph summarising the mission of the role;
- (b) the department and reporting relationship;
- (c) a list of key duties and responsibilities;
- (d) key performance indicators and benchmarks (if applicable); minimum qualifications, experience and skills; and
- (e) workplace culture compatibility, desired leadership qualities and personal attributes; and
- (f) The matters contained in the position description should be used as the basis of selecting candidates; both for screening applications and interviewing candidates.

4.3. Design of selection process

Once the requisite approval to recruit has been obtained and the position description has been finalised, an efficient and effective selection process should be planned.

Consideration should be given to:

- (a) the expected number of candidates;
- (b) the likely calibre of candidates;
- (c) the expected duration the selection process will run;
- (d) how quickly the Company requires the position filled;
- (e) the seniority of the position within the Company;
- (f) the number interviews required by the position;
- (g) the method of candidate test or assessment tool that will be used;
- (h) whether the position will be advertised internally and/or externally;
- (i) how the position will be advertised; and
- (j) any other relevant feature that the recruiter deems necessary in the circumstances.

4.4. Sourcing candidates

A position may be advertised either internally only or internally and externally depending on the nature of the position and the requirements of the business. There will, however, be circumstances when it will not be appropriate to advertise internally. These circumstances include, but are not limited to, situations where the position requires skill and expertise for

which the appropriate candidates are highly unlikely to be found internally.

4.5. External recruitment agencies

The engagement of external recruitment agencies must first be approved by Senior Management prior to the recruitment process commencing. Generally, an agency should only be used where the Company has exhausted attempts to fill the position directly or where it is highly likely that attempts to directly fill the position would be unsuccessful.

Further, agencies should only be used where the cost is reasonable in the circumstances. Once an agency has been selected, Senior Management will brief them and provide a

copy of the position description and any other materials relevant to the recruitment of a suitable candidate. The agency should source candidates and provide resumes for shortlisting.

4.6. Advertising

Internal and external job advertisements should be prepared having regard to the position description and selection criteria, with the Human Resources Manager consulted in preparing the wording in the advertisement. The Company may utilise a variety of different advertising methods, though it is preferable that online advertising be utilised where this approach would reduce costs or maximise exposure (at reasonable expense).

All advertisements must be approved by Senior Management.

4.7. Submission of applications

Job advertisements should provide the timeframe in which applications should be submitted. All applications should be directed to Senior Management, in writing, by the date and time specified in the job advertisement. The Company should not accept applications outside that period unless special circumstances warrant such action.

4.8. Shortlisting candidates

As soon as reasonably practicable, all candidates should be assessed against the nominated selection criteria to determine who will be further considered in the selection process.

Once a shortlist has been established, suitable dates and times for the next stage of the selection process should be considered including who will be conducting them.

Unsuccessful candidates for the shortlist should be notified of the result by sending the Company's standard rejection letter as soon as reasonably practicable.

If an external recruitment agency is engaged, the Company may dispense with the processes.

4.9. Interviewing candidates

Interviews should be conducted to assess the merits of shortlisted candidates. The interview selection process should be settled before the interview stage to ensure consistency. A thorough interview process would generally involve:

- (a) sufficient notice of the interview time given to candidates so that they may prepare in earnest for the interview or arrange an alternative time to be available;
- (b) standard interview questions designed to elicit focused information addressing relevant criteria; and

- (c) the maintenance of careful and accurate records for both successful and unsuccessful applicants.

The interview should center around the following main topics:

- (a) qualifications;
- (b) work experience;
- (c) personal skills such as communication skills, team work, delegation, and leadership;
- (d) knowledge and skills in respect of the applicable work area; and suitability with the Company's culture.

When asking questions, it is important for interviewers not to make unfounded assumptions about a candidate's ability or use stereotypes to determine fitness for the position to ensure they comply with the Company's Anti-Discrimination and Equal Employment Opportunity policy. If the interviewer forms such preliminary view of the candidate, they must consult Senior Management before taking any further steps.

The interviewer must take all reasonable steps to avoid conflicts of interests. Where the interviewer has a personal or some other relationship or connection, which may reasonably give rise to a conflict or appearance of a conflict, the interviewer must not take part in the interview or selection process without the approval of Senior Management. If a conflict only becomes apparent during the interview, this ought to be disclosed to the other interviewers and (subject to any views of Senior Management) measures should be implemented to address this in a fair and reasonable way including:

- (a) reconvening the interview to another occasion with a different interviewing panel;
- (b) the conflicted interviewer excuses him or herself from the interview and takes no further part in the interview (or selection process).

4.10. Tests

Psychometric, aptitude, general ability and other tests may be undertaken to determine a candidate's suitability for a position. Where these additional tests are undertaken in addition to an interview, the Company will generally select a candidate for employment on an assessment of all relevant factors and criteria and not on test results alone.

4.11. Reference checking

Reference checks are to be completed on all internal and external candidates before an offer of employment is made. These checks are an essential part of the selection process as they provide an opportunity to:

- (a) substantiate information provided in the selection process;
- (b) validate behavioral information;

- (c) verify whether the past employer would rehire; and
- (d) obtain any other information considered relevant to the selection decision.

Irrespective of any written references supplied, a minimum of two (2) oral reference checks should be undertaken.

Referees should not be contacted without the candidate's consent. Where a candidate requests that the Company not contact a particular person, their request will be respected, although the reason for such a request should be adequately investigated with the candidate if appropriate.

4.12. Medical Assessment

Medical assessments will only be conducted in relation to certain roles to ensure that the candidate is able to meet the inherent requirements of the job, without risk to their and others' health and safety.

The Company will meet the cost of the medical assessment undertaken for this purpose.

If a medical assessment is required for a position, an offer of employment must not be made (including provisionally) until the candidate's fitness for the inherent requirements of the position has been assessed.

If the Company requires additional assessments depending on the role, the Company will endeavor to provide reasonable notice to the candidate. Although the candidate may request for a different assessing doctor to be nominated by the Company, ultimately, the Company has final authority in this decision.

Information divulged in a medical examination remains private and confidential, and information that is not relevant to the person's ability to perform the role must not be taken into account.

If the medical assessor indicates that the candidate is not fit to perform the inherent requirements of the position, prior to any action being taken, the outcome must be discussed with the candidate and consideration must be given to:

- (a) Any further information that the candidate identified as being relevant to the determination of their fitness to perform the inherent requirements of the position; and
- (b) Any reasonable adjustments (within the meaning of applicable anti-discrimination legislation) that may be made in order to enable the candidate to perform the inherent requirements of the position.

Human Resource personnel must participate in all such discussions and approve all decisions regarding such candidates.

4.13. Background checks

Where appropriate, the Company may require that the candidate undergoes a security check, police check, working with children check or any other background check deemed reasonable or necessary in the circumstances. Where a background check should be undertaken, then an offer of employment must not be made or inferred until the candidate has passed the applicable background check(s).

4.14. Eligibility to work in Australia

Prior to any offer of employment being made, candidates may be required to show proof of their eligibility to work in Australia by providing a work visa, proof of citizenship, or residency status documents. Documents to be provided must be originals, not copies.

4.15. Feedback on selection performance

The Company has discretion as to whether it will provide feedback to a job candidate on their performance during the interview selection process.

4.16. Making an offer to a successful candidate

The successful candidate should be contacted and offered the position.

Offers of employment should be first made to the preferred candidate before notifying the unsuccessful candidates, to enable an offer to be made to another suitable candidate if the initial offer is declined.

Once the candidate has accepted the verbal offer, a letter of offer and contract of employment should be prepared using Company's standard forms, signed by the appropriate personnel, and sent to the successful candidate. And all unsuccessful candidates should be notified.

In the case of internal candidates, the offer will only be made once the current manager has been consulted so that a release date can be given.

5. Unsolicited Applications

Unsolicited applications for employment (including submission of resumes and letters seeking employment) are to be forwarded to Senior Management for review. If the candidate appears suitable to fill an available position, the applicant should be contacted and added to the candidate pool.

Endorsed by:

Imran Mukhtar

Managing Director February 2026

A handwritten signature in black ink, appearing to be 'Imran Mukhtar', written over a horizontal line.