



January 2023

# RECRUITMENT POLICY

# CONTENTS

<b>INTRODUCTION</b> .....	2
<b>SCOPE</b> .....	3
<b>STANDARDS</b> .....	3
<b>Our Standards of Best Practice</b> .....	3
<b>How We Apply Our Standards of Best Practice</b> .....	5
<i>ADVERTISING</i> .....	5
<i>APPLICATION PROCESS</i> .....	5
<i>SHORTLISTING</i> .....	6
<i>PRE-INTERVIEW PROCESS</i> .....	6
<i>INTERVIEW PROCESS</i> .....	6
<i>PSYCHOMETRIC TESTING</i> .....	6
<i>POST-INTERVIEW</i> .....	6
<i>CONDITIONAL OFFER/PRE-EMPLOYMENT CHECKS</i> .....	7
<i>INDUCTION</i> .....	7
<i>PROBATION</i> .....	7
<b>ROLES &amp; RESPONSIBILITIES</b> .....	8
<b>SUPPORTING INFORMATION</b> .....	9
<b>OWNERSHIP &amp; GOVERNANCE</b> .....	9

# INTRODUCTION

AIB's aim is to be universally inclusive and to provide employment pathways for people from all walks of life. This enables us to continually transform our customers' lives for the better. It's because of this that we only recruit the best.

We offer a variety of career opportunities, across an array of specialities, including: customer service, retail, technology, Law, problem solving, economics, governance, statistics and research.

We pledge to support you throughout your career with mentoring & development opportunities, award-winning wellbeing initiatives and education supports to help you reach your full potential.

Everything starts with you. So, wherever you come from, we welcome you. Whoever you are, whatever you dream of, we back you.

# SCOPE

---

## Who is this policy for?

This policy applies to all those who are directly employed by AIB, working within either the UK or RoI.

## What's covered within this policy and what's not?

### IT COVERS:

- ✓ Standards of Best Practice and how AIB applies them in respect to recruitment.

### IT DOES NOT COVER:

- ✗ A separate Senior Selection policy applies to all Executive Committee roles and Executive Committee minus 1 team roles.
- ✗ A separate Selection policy applies to all internal appointments / promotions.

# STANDARDS

---

## Our Standards of Best Practice

This policy aims to promote a diverse and progressive culture that attracts and values the best talent, resulting in the right people with the right capabilities being placed in the right roles. We operate a fair, equitable and transparent process. Applicants can expect to be treated with respect, confidentiality and discretion. This section offers an outline of our standards of best practice.

### FAIR PROCESS

- The process is designed to be fair, open and transparent.
- The process is designed to ensure that there is no bias, either in favour of, or against, any applicant, on the grounds of gender, gender re-assignment, age, civil status, family status, marital status, sexual orientation, disability, race, ethnic or social origin, genetic features, religion or belief, membership of a national minority, property, birth, membership of the traveller community or membership of a trade union.
- Selection decisions are based solely on objective and role related criteria.

### INTERVIEWS

- Interview panels will contain at least 2 interviewers and we will endeavour to, where possible, ensure a gender mix and broader diversity on panels.
- We've introduced unconscious bias training on our internal learning platform, for all those working at AIB.



## APPLICATIONS

- Anyone who feels they meet the identified requirements may apply for an advertised vacancy.
- All applicants will have full access to honest and objective feedback on their performance in the recruitment process from the Talent Acquisition team. This will be provided against the job-related criteria advertised.
  - Any applicant who feels they have been treated inequitably within this process can raise a complaint, through the Talent Acquisition team, which will be fully investigated through appropriate HR channels.



## DATA PROTECTION

- All personal data supplied will be treated with the utmost respect and will be collected/stored and destroyed in accordance with Data Protection regulations.
- Standards of operation may need to differ depending on the roles being advertised or because of business, legislative or regulatory reasons.



## FEEDBACK & ADJUSTMENTS

- Feedback is regularly sought from hiring people leaders and applicants to ensure that these best practice principles are met.
- We make reasonable adjustments to our recruitment practices, and workplace, as and when required.



## FIT & PROPER

- AIB expect candidates to be fit and proper. We will complete a Fitness and Probity (F&P) suitability assessment as part of the selection process for all candidates in scope for roles identified under the F&P regime.
  - For AIB RoI, the Fitness and Probity Procedures are managed by Human Resources in association with business line management.
  - For AIB UK, the equivalent procedures are managed by HR and Compliance in association with business line management.
- Under the European Banking Authority (EBA) and ESMA Guidelines on the assessment of the suitability of members of the management body and key function holders<sup>1</sup>, these role holders will be subject to additional assessment procedures, as set out in AIB Fitness and Probity Procedures (RoI).
- Candidates for roles within the scope of the UK Senior Managers' Regime and Certification Regime will also be subject to additional assessment procedures including UK Fitness and Propriety requirements.

---

<sup>1</sup>PCF, CF1, and CF2 roles constitute key functions under the Central Bank of Ireland Fitness and Probity Regulations 2011. A list of these positions and the criteria applicable will be maintained and regularly reviewed by Human Resources (in RoI) and Compliance (in UK).

# How We Apply Our Standards of Best Practice

## ADVERTISING

Vacancies are advertised through AIB's careers website and through a diverse range of external job boards.<sup>2</sup> Applications will be welcome from any suitably qualified applicants as outlined in the advertisement. While advertisements may have a different format (depending on the digital platform used), all advertisements include information on the following:

1. **Title** of the role.
2. **Overview** of the role accountabilities, capabilities and business function.
3. **Clear description** of key accountabilities.
4. **Minimum criteria for the role/education requirements:** We may require a higher education standard, such as a degree, for certain roles. Where this is the case it will form part of the advertisement. General entry requirements for positions at AIB include:
  - *For All Level 1 & 2 Roles* – Candidates will undergo online cognitive ability tests, which are designed to measure 3 types of Ability: Numerical, Deductive, and Inductive. These will cover important topics such as analysing scenarios, working with data, completing mathematical computations, interpreting graphs and tables, and drawing logical conclusions. A confirmation of your employment will be required from the candidate's most recent employer (AIB reserve the right to check further references).
  - *For Level 3 to 4 Roles* – Candidates will be assessed and verified based on their relevant Work Experience & Capabilities confirmed at AIB panel interview and referencing at onboarding. A confirmation of your employment will be required from your most recent employer (we reserve the right to check further references).
  - *For Level 5 Roles* – Candidates will be assessed and verified based on their relevant Work Experience & Capabilities confirmed at AIB panel interview. Education and/or professional qualifications and references or statement of employment may also be required at onboarding stage.
  - *For Level 6+ Roles* – As outlined in the Bank's Senior Selection Policy, candidates will be required to complete an external Leadership & Functional Assessment. Confirmation of highest level of education and/or professional qualifications and references may also be required at onboarding stage.
  - *Graduate Roles* – Confirmation of highest level of education (minimum requirement of graduating 3<sup>rd</sup> level, with a 2.1 grade degree). A confirmation of employment will be required from your most recent employer (we reserve the right to check further references).
5. **Additional Requirements:** If the role is impacted by F&P regulatory requirements (including CFs and PCF's). These roles may require additional evidence of education and/or they will require the completion of additional education on entry into the bank, such as: Minimum Competency Code (MCC), Qualified Financial Advisor (QFA), Approved Product Advisor (APA) qualifications.

## APPLICATION PROCESS

In AIB we expect our employees to behave responsibly, transparently and to act with honesty and integrity. Therefore, we would expect that applicants seeking employment within our organisation would also adopt the principles of behaviour as set out in our Code of Conduct and aligned to our company values. Anyone who feels they meet the identified requirements for the role advertised may apply via a link within the vacancy advertisement.

---

<sup>2</sup> All advertisements will be open for a minimum period of at least 1 week.

## SHORTLISTING

Our Talent Acquisition team screen applications on behalf of the Hiring Manager. Candidates may be invited for Psychometric Testing as part of this process, particularly for entry level positions. Where this occurs it will be advised in advance and reasonable adjustment made if required.

- The Hiring Manager in turn assesses the list of applicants that meet the minimum criteria for the role.
- Suitable candidates are then shortlisted for interview and assessed against the key role accountabilities and key capabilities as described in the job advertisement.
- Shortlisting decisions will be made based on an objective assessment of candidates experience and capability against the role requirements.

## PRE-INTERVIEW PROCESS

The interview details will be confirmed by the Talent Acquisition team (usually by phone) and confirmed by e-mail to the applicant. This will include the time, location, the members of the interview panel and a guide to help you prepare for the interview.

## INTERVIEW PROCESS

AIB's aim is to ensure that the interview process is professional, objective, free from conflicts of interests and provides an opportunity for every applicant to best demonstrate their experience and capabilities against the role requirements. To achieve this, the following criteria will apply:

- Each interview panel will have an appropriate level of capability and experience.
- Interview panels will, where possible, reflect a gender mix and broader diversity.
- Questions posed to candidates will be consistent and relate to assessing their ability to do the job.
- At the end of the interview, the next steps in the process will be confirmed.
- After the interview, an evaluation form is completed by the Hiring Manager and this written evaluation will help form the basis for the final decision.

## PSYCHOMETRIC TESTING

The interview process may be supported by some element of psychometric testing. Where this occurs:

- Professional standards will be applied in the administration and interpretation, and the applicant will be given clear instructions and support.
- The results of the psychometric evaluation will be used as an aid at the interview stage and will generally not be used as a disqualifier within the process.
- There may be exceptional circumstances where the tests are used to shortlist for very technical positions, but this will be advised in advance as part of the process.

## POST-INTERVIEW

Applicants will be advised of the outcome as soon as possible. The result will be communicated either verbally or in writing.

- Candidates are invited to seek further feedback on their interview performance from the Hiring Manager.
- The data collected from the recruitment process will be retained for a period on the HR applicant tracking system ('Success Factors') for the purpose of feedback. Thereafter, it will be destroyed in line with Data Protection Regulations.

## CONDITIONAL OFFER/PRE-EMPLOYMENT CHECKS

Successful candidates will receive a conditional offer of employment. The final offer will be subject to the successful completion of pre-employment checks, which will include<sup>3</sup>:

- **Proof of identity** – copy of passport information.
- **Proof of Educational Qualification** – if required as set out in the vacancy advertisement.
- **References** –
  - *For Level 1-4 roles*, a confirmation of employment will be required from the candidate's most recent employer (AIB reserve the right to check further references).
  - *For Level 5+ roles*, Education and/or professional qualifications and references or statement of employment may also be required at onboarding stage.
- **Confirmation from AIB's Occupational Health providers** of the candidate's medical fitness for the role.
- **Proof of a valid Visa or Work Permit check** – where relevant, up-to-date documentation is required. AIB will not cover any cost relating to this either at point of entry or during employment.
- **Fitness and Probity check** – where required for impacted roles.
- **Credit and Criminal Background check** – required for UK roles.
- **Disclosure of criminal convictions** – A criminal conviction will not prohibit someone from being offered a role but will be subject to a review in terms of its materiality and whether it is relevant to the role.

Subject to the satisfactory completion of all pre-employment checks, a formal offer of employment will be made to the successful candidate. The successful candidate will be required to review / complete the following<sup>4</sup>:

1. Contract of Employment.
2. Confidentiality Agreement.
3. A list of Key HR and Business Policies.

## INDUCTION

All new employees are invited to attend AIB's Induction programme.

## PROBATION

The terms of your probationary period are set out in your Contract of Employment.

---

<sup>3</sup>All documents collected during the on-boarding process will be retained on the HR System for the period of your employment and destroyed 11 years after the end of your employment unless they relate to pension entitlements.

<sup>4</sup>These must be reviewed, signed and returned no later than your first day of employment.



# ROLES & RESPONSIBILITIES

---

## **HR POLICY, as owner of this Policy will:**

- Review this policy regularly, in consultation with stakeholders, to ensure it addresses regulatory, legislative, business, management and best practice requirements.
- Ensure any updates or changes to policy are approved in line within the agreed governance pathways.
- As subject matter experts, support both Talent Acquisition and Employment Fulfilment teams with queries and / or training.

## **EMPLOYMENT FULFILMENT, as owners of the pre-employment screening process will:**

- Ensure that those being recruited by AIB shall not be offered employment without satisfying all pre-employment checks.
- Report any breaches of this policy to the Policy Owner / Policy Sponsor.
- Carry out all training and communications in relation to this Policy for their team.

## **EMPLOYMENT LAW TEAM, as employment law experts will:**

- Advise HR on the relevant regulation and legislation to be addressed in the policy.
- Support HR in the development of policy material.
- Act as advisor to HR in the drafting, revisions and interpretation of legislative obligations and its applicability to the policy.
- Act as advisor to HR regarding queries on cases and scenarios, in determining if they meet legislative requirements.

## **TALENT ACQUISITION, as owners of the recruitment process will:**

- Ensure adherence with this policy as owners of the recruitment process.
- Provide Employment Fulfilment with up-to-date information on offers of employment.
- Report any breaches of this policy to the Policy Owner / Policy Sponsor.
- Carry out all training and communications in relation to this Policy for their team.

## **PEOPLE LEADERS, as first line of defence will:**

- Ensure adherence with this policy as Hiring Managers.
- Report any breaches to the Talent Acquisition team.

## **RISK, as second line of defence will:**

- Carry out risk-based monitoring reviews of the implementation of the policy as required.
- Provide ongoing advisory support to HR Policy on any potential People Risk, Financial Risk or any other risk implications associated with this policy.
- Undertake independent monitoring reviews of management adherence at business level, on a risk prioritised basis.

## **AUDIT, as third line of defence will:**

- Carry out audits of the policy and its implementation from time to time and provide independent assurance to the Audit Committee of the Board on the effectiveness of this policy.

# SUPPORTING INFORMATION

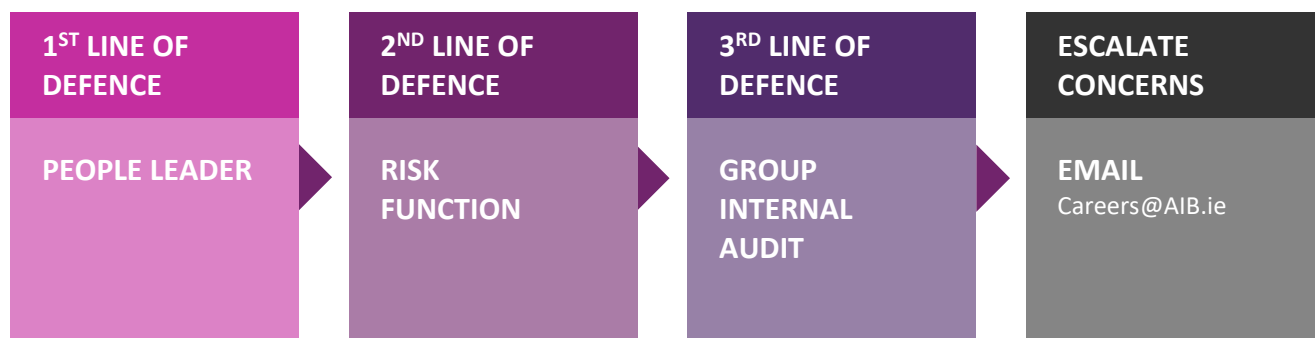
The policy is supported by AIB's Code of Conduct, Inclusion and Diversity Code and Employee Data Protection Notice.

<b>Code Of Conduct</b>	<a href="#">Code of Conduct</a>
<b>Inclusion &amp; Diversity Code</b>	<a href="#">Inclusion &amp; Diversity Code</a>
<b>Employee Data Protection Notice</b>	<a href="#">Employee Data Protection Notice</a>

# OWNERSHIP & GOVERNANCE

The 3 lines of Defence Model is used to monitor and govern compliance with this Policy. Where there are concerns about suspected abuse of this policy, you should report this to the Talent Acquisition team in HR.

All policy breaches should be reported to your People Leader in the first instance and escalated to the Talent Acquisition team.



**Policy implementation date:** This policy is effective from 01.08.2013 and replaces all previous policies relating to recruitment.

**Last Review Date:** 13.06.2022

**Last Updated with Changes:** 09.01.2023

**Policy is reviewed:** Every 3 years unless changes required by legislation, regulation or the business in the interim.

**Policy owned by:** Ciara Ryan, Head of Group Accountability & Performance

**ExCo Policy Sponsor:** Geraldine Casey, Chief People Officer

**Approval Authority for Material Changes:** HRSMT

Allied Irish Banks, p.l.c. is an authorised agent and servicer of AIB Mortgage Bank in relation to origination and servicing of mortgage loans. AIB Mortgage Bank – Registered office: 10 Molesworth Street, Dublin 2 and is registered in Ireland No 404926.

AIB Mortgage Bank is a wholly owned subsidiary of Allied Irish Banks, p.l.c. AIB Mortgage Bank is regulated by the Central Bank of Ireland.

Allied Irish Banks, p.l.c. Registered office: 10 Molesworth Street, Dublin 2. Registered in Ireland No 24173. Allied Irish Banks, p.l.c. is regulated by the Central Bank of Ireland.

Directors' names and particulars are available at the company's registered offices and on the AIB Group website.