

# Resourcing Policy

Updated July 19

## Contents

<b>Scope.....</b>	<b>3</b>
<b>Standards of Best Practice .....</b>	<b>3</b>
<b>Applying Standards of Best Practice within AIB.....</b>	<b>4</b>
<b>Supporting Information.....</b>	<b>6</b>

## Scope

---

This policy applies to all jurisdictions in which we operate and relates to the external sourcing for (temporary and permanent) roles in AIB.

A separate Senior Selection policy applies to all Executive Committee roles and Executive Committee minus 1Team roles.

## Standards of Best Practice

---

The policy aims to promote a diverse and progressive culture that attracts and values 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 and applicants can expect to be treated with respect, confidentiality and discretion.

- 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, religion, membership of the traveller community or membership of a trade union. Selection decisions are based solely on objective and role related criteria.
- Interview panels will contain at least 2 interviewers.
- We've introduced unconscious bias training for Leaders at AIB.
- Applying:
  - 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 resourcing process. This will be given against the job-related criteria advertised.
  - Any applicant who feels they have been treated inequitably within this process can raise a complaint, through our Talent Acquisition team, which will be fully investigated.
- 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 or legislative reasons.
- AIB will complete a Fitness and Probity (F&P) suitability assessment as part of the on-boarding process of all candidates in scope for roles identified under the F&P regime<sup>1</sup>.

---

<sup>1</sup> For AIB RoI the Fitness and Probity Procedures are managed by the Fitness and Probity Team in 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 EBA Guidelines on the assessment of the suitability of members of the management body and key function holders<sup>2</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 scope of the UK Senior Managers' Regime and Certification Regime will also be subject to additional assessment procedures including UK Fitness and Propriety requirements.

- 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 as and when required.

## Applying Standards of Best Practice within AIB

---

### 1. Advertising

Vacancies are advertised through external job boards and 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:-

- Title of the role.
- Brief introduction of the role/area.
- Minimum criteria for the role/education requirements. Note; the minimum standard of education for most entry roles is:
  - **RoI Roles-** a Leaving Certificate qualification of 5 Grade D's *Or* above on Higher Level *Or* Lower Level Papers with Maths & English being essential subjects *Or* a FETAC /HETAC Level 5. For Graduate roles the minimum qualification is a 2.2 at degree level.
  - **GB Roles-** 5 GCSE Grades A-C *Or* 5 GCE 'O' Level Grades A-C *Or* 5 CSE Grade 1 Equivalent *Or* Ireland: Subjects in the Leaving Certificate to include 2 honours (Grade C or above in higher papers) plus 3 passes.
  - Scotland: Five Standard Grade passes at grades 1 – 3.  
**Note:** English and mathematics are essential subjects.  
(see appendix 1 for more information on further studies that can be substituted)
  - **NI Roles-** 5 GCSE Grades A-C *Or* 5 GCE 'O' Level Grades A-C *Or* 5 CSE Grade 1 Equivalent *Or* Ireland: Subjects in the Leaving Certificate to include 2 honours (Grade C or above in higher papers) plus 3 passes.  
**Note:** English and mathematics are essential subjects.  
(see appendix 2 for more information on further studies that can be substituted)
- If the role is impacted by F&P regulatory requirements.
- If the role requires additional education/ 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.
- Clear description of key accountabilities.
- All advertisements will be open for a minimum period of at least 1 week.

---

<sup>2</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).

## 2. Application Process

As an organisation we would expect our employees to behave responsibly, transparently and to act with honesty and integrity. Therefore would expect that applicants seeking employment within our organisation would also adopt the principles of behaviour as set out in our Code of Conduct.

Anyone who feels they meet the identified requirements for the role advertised may apply via a link within the vacancy advertisement.

## 3. 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. Candidates are then shortlisted for interview against the key accountabilities described in the advertisement. Shortlisting decisions will be made on the basis of closest match to the key accountabilities.

## 4. Pre Interview Process

The interview details will be confirmed by our 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.

## 5. Interview Process

Our aim as an organisation is to ensure that the interview process is professional, objective 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.
- Questions posed to candidates will be consistent and relate to 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 and this written evaluation will help form the basis for the final decision.

## 6. Post-interview

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

The paperwork resulting from this process will be retained for a period for feedback purposes and destroyed thereafter.

## 7. 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

---

<sup>3</sup> Note; pre-employment check are lessened for those applying for student positions.

- Proof of Educational Qualification - the required educational standard for the role will be set out in the vacancy advertisement.
- References - we will require 2 satisfactory references, 1 to be from your most recent employer.
- Confirmation from our Occupational Health providers of your fitness for the role.
- Proof of Visa or Work Permit check - where relevant, up-to-date documentation is required.
- Fitness and Probity check - where required.

Subject to the satisfactory completion of all pre-employment checks, a formal offer of employment will be made to the successful candidate. They will be required to complete the following:

- Contract of Employment.
- Confidentiality Agreement.
- A list of Key HR and Business Policies.

These must be reviewed, signed and returned no later than your first day of employment.

All documents collected during the on-boarding process will be retained on your Personal file for the period of your employment and destroyed 11 years after the end of your employment.

## 8. Induction

All new employees are invited to attend induction.

## 9. Probation

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

---

## Supporting Information

- The policy is supported by our Code of Conduct and our Internal Diversity and Inclusion Code.
- For internal Appointments/Promotions please refer to our Selection Policy.

<i>Policy Owners:</i>	Head of Governance & Regulation, HR
<i>Implementation date, based on standards of practice:</i>	August 2013
<i>last updated:</i>	July 2019
<i>to be reviewed:</i>	<i>If changes required by legislation, the business or to reflect changes in industry best practice.</i>