mab
mortgage advice bureau

PEOPLE & CULTURE POLICY

Inclusive Recruitment

Ensuring that our recruitment experience offers fairness, respect & opportunity for all.



Last updated: 1st November 2025

> At MAB, we believe that our recruitment process should always be fair, inclusive and transparent. Whether or not a candidate joins us, their experience should be positive and memorable – because everyone we meet could one day be a colleague or customer.

This guidance applies to everyone involved in the hiring process – managers, panel members and internal applicants. It sets out our shared responsibility to create a respectful and supportive experience for all.

Our commitment to inclusion

We're committed to building a workforce where everyone feels valued, seen, heard and respected. Our recruitment practices are designed to promote equity, reduce bias and provide every candidate with the opportunity to succeed. We're always looking for ways in which we can improve the process and so actively encourage candidates to voice their needs and share their feedback.

1 Identifying a recruitment need

When a new role or vacancy arises, we will always look carefully at the best way to meet the need. This includes considering who within MAB already has or who could develop the right skills; whether the role requires specialist expertise from outside the organisation, or if it might suit an apprentice.

We'll also take this opportunity to review the job description, ensuring it's accurate and up to date, exploring whether technology or process improvements could change the requirements of the role.

2 Approval

Before a role can be advertised, it needs to go through our internal approval process.

For all positions, the hiring manager will discuss their need with the Recruitment Manager, who will create the vacancy in our Applicant Tracking System (Networx). Approvals will then be sought from the Finance Business Partner (to check it's in budget) and People & Culture Business Partner (to ensure it's in the plan).

For any new positions, additional approval is required from the relevant Chief before the process can commence.

3 Attraction & selection

We aim to attract candidates from a wide range of backgrounds, who bring with them a variety of different experiences. Most roles will be advertised openly, though some may only be shared internally or filled through other agreed routes such as TUPE transfers or returning alumni.

Job adverts are written in inclusive language and shared across diverse platforms to reach as many people as possible. All candidates are assessed using fair, consistent and merit-based criteria, linked to the requirements of the role.

Where possible, interview panels will include a mix of colleagues and all members will be trained in inclusive and unbiased recruitment. Candidates can request reasonable adjustments to the process at any stage, and we'll make every effort to meet these needs.

No offer can be made until the recruitment process has been properly followed and interview notes have been shared with the People & Culture Team.

Most of our hiring happens through direct applications or colleague referrals. If a recruitment agency is required, this must be agreed with the Recruitment Manager in advance so a fee structure can be agreed.

Visa sponsorship

Please note: we are no longer able to offer visa sponsorship for new hires, except in rare cases where a role requires a highly specialised skill set.

Colleague referrals

We're always on the lookout for great people to join us – and who better to help us find them than you?

> If you refer a successful candidate, you'll receive a **£1,000 bonus** (payable once they've passed probation) as a thank you for helping us grow our team.

The small print: the scheme doesn't apply to anyone in a Director-level role or above, and the referred applicant must confirm your name on the application form for the referral to be valid. In some cases, we may be unable to accept a referral if the relationship would breach our Personal Relationships at Work Policy.

Transparency & accountability

All hiring decisions must be fair, evidence-based and clearly documented. Anyone with concerns about bias or unfairness can contact the People & Culture Team in confidence and any issues will be dealt with promptly.

Continuous improvement

We're always looking to learn, improve and adapt and we'll regularly review recruitment outcomes to make sure our processes remain fair, inclusive and effective.

Candidate feedback helps us understand what's working and where we can do better. Everyone involved in the hiring process will receive regular training in fair recruitment, inclusive interviewing and equitable decision making.

If you need further support...

If you have any questions about something you've read in this document, please speak to the Recruitment Manager or a member of the People & Culture Team for guidance.

Policy review

This policy can be read alongside our Personal Relationships at Work Policy. It will be reviewed regularly to ensure it remains up to date, its effectiveness is monitored and that it continues to reflect best practice.
Last updated: 1st November 2025.

THE QUICK READ

Inclusive Recruitment

Our goal

Every recruitment experience should be fair, inclusive and positive – whether or not a candidate joins us.

Inclusion matters

We're committed to building a workplace where everyone feels valued, seen and respected. Our recruitment process reduces bias and gives every candidate a fair chance to succeed.

Identifying the need

We will always review what's needed and whether existing MAB talent could fill or grow into the role.

Getting approval

Before a vacancy goes live, approval is required from the Finance Business Partner and People & Culture Business Partner. Any new roles also require sign-off from the appropriate Chief.

Attraction & selection

Roles are advertised openly, using inclusive language, to attract a diverse pool of candidates. All assessments are fair, consistent and merit-based and our interview panels are trained in inclusive recruitment.

Reasonable adjustments

Candidates can request adjustments or additional support at any stage of the recruitment process.

Visa sponsorship

Sadly, this is not available – except in rare cases requiring specialist skills.

Colleague referrals

Recommend someone great and earn a £1,000 bonus (after they pass probation). Not valid for Director-level roles or where personal relationships would breach policy.

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