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**GROUP**

# **GLOBAL LEARNING AND CAREER DEVELOPMENT POLICY 2023**

## 1. Why do we have this policy?

Our people are fundamental to our business success, and we are committed to building a high-performance purpose-led culture where they can perform at their best.

To be engaged and motivated it is important that every individual is clear on what they need to do to perform well in their role, and that they have the right development and support to do so. It is also important that people can have honest conversations about their future career aspirations with their line managers and create and follow through on realistic action plans to help them grow their careers for the future.

Opportunities for learning and progression should be available to all, irrespective of role, aspiration, grade, protected characteristics or being part of any under-represented groups or minorities.

## 2. What is the policy?

- Employees should have equal opportunities for promotion and training and all employees should have the opportunity to discuss their future growth, development, and promotion prospects with their managers. When general ability and personal qualities are the main requirements for promotion to a post, care should be taken to properly consider candidates with differing career patterns and general experience. There should be no stereotypical assumptions about the ambitions or otherwise of any individual. Additionally, all managers for all GGS15+ and above should follow the Executive Talent Policy to ensure the process is equitable.
- Employees should expect constructive feedback that helps them accurately assess their own skills and capabilities in relation to opportunities that they are interested in pursuing.
- Responsibility for learning and career development is a joint endeavour with ultimate ownership resting with the individual but supported, facilitated, and enabled by the business wherever possible.
- Career development and learning will be open to all who choose to pursue advancement, and no-one will be discriminated against in doing so because of sex, marriage or civil partnership, gender reassignment, neurodivergence, pregnancy or maternity, sexual orientation, ethnicity, religion or belief, disability, social background, or age.

### Learning

- All employees will have opportunities to learn and develop. These opportunities could be in different forms such as on-the-job learning, coaching, mentoring or observation of others, and from on-line or face to face training where relevant.
- Time for relevant training should be built into the work schedule, balanced with the requirement to deliver against objectives and business as usual.
- Training and development should not stop because someone has caring responsibilities or is pregnant unless there is a health and safety issue to consider. Nor should it be assumed that such employees are not interested in promotion.
- Managers should not base decisions about promotion, training, or career development on whether or not the employee participates in social events with colleagues outside of office hours, particularly where those events involve alcohol, particular locations or activities that might discourage individuals from joining in.

## Career development

- At least once a year, managers should have a career development conversation with each of their direct reports, where realistic and achievable personal development goals and plans are agreed and documented (this is separate to business delivery goals which are captured as OKRs).
- At any point in the year, employees should feel able to raise career aspirations and development goals with their manager, and managers should offer honest feedback and endeavour to support the employee in achieving their goals, in a way and a timeframe that balances the needs and capabilities of the individual with the requirements of the business.
- Role opportunities that arise internally will be made visible with a clear description of the skills and criteria needed to be successful in role and will be advertised internally. There may be some exceptions to advertising roles internally, these will need to be approved by CPO and line ExCo lead.
- Internal candidates will be able to compete on an equal footing to external candidates, where they have the right level of skills and experience.
- In implementing internal moves, a balance needs to be struck between facilitating career development and fulfilling existing team commitments. Internal candidates should inform their manager of their intention to apply for a move and managers should be open to supporting this. Notice periods should be determined by mutual agreement between outgoing and incoming line managers, taking into account context, existing role commitments and requirements of the destination role.

## **3. Your responsibilities**

### People Managers:

Your personal responsibility as a People Manager is to:

- comply with this policy and ensure that it is adhered to in how you support your team members in developing their skills and progressing in their careers.
- be honest and constructive in your feedback. Be open to having regular career and development conversations with your team.
- be flexible and pragmatic in ensuring time can be allocated for training, as appropriate.
- be confident, competent, and inclusive in the way you hire, develop, and support your teams. Guidance on managing people is available in My Academy. Refer to Executive Talent Policy and our Talent Acquisition processes for guidance on how to make fair and unbiased selection decisions.

### Employees:

Your personal responsibility as an employee is to:

- Take ownership for your own learning and career development, and openly share your development areas and your aspirations if you need support. Document and follow up on agreed actions.
- If applying for any internal vacancies, please ensure you notify your current line manager before applying for any role.

## **4. Status and application of this policy**

This policy applies to all permanent and fixed term contract employees working at RS Group globally.

Application of this policy to RS Group acquisitions will be agreed as part of their integration plan.

## **5. What to do if you have a complaint?**

If you believe that this policy is not being followed, please speak to a member of the People Team.