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**GROUP**

# **GLOBAL TALKING PERFORMANCE 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 perform at their best, it is important that every individual in RS is clear on what they personally need to do to help RS succeed, is highly motivated to deliver, and has the capability and support to do so.

To achieve this, we must regularly talk about performance with employees – setting direction through goal setting, giving regular feedback and coaching, and at the year-end formally reviewing and rewarding performance (where this is applicable).

## **2. What is the policy?**

- At the start of the financial year every line manager helps their direct reports to understand what they need to do in the coming year to be successful and to help RS achieve its business goals. The process and guidance for setting these personal objectives can be found in My Academy.
- Throughout the year every employee has frequent, meaningful coaching conversations with their manager to review and plan performance and development.
- One of these regular conversations is a Career Conversation in which managers seek to understand the aspirations of their employees, and agree a realistic action plan
- At the end of the year every employee who started before 31<sup>st</sup> December has a summary conversation with their line manager which recognises their achievements.
- Performance ratings do not apply to all employees and local teams will provide details
- Where ratings are awarded by a manager the rating reflects both what the employee has achieved and the behaviours they have demonstrated in how they have achieved it.
- Where an employee also has a Matrix Manager (a dotted reporting line into someone else), the Line Manager seeks input from the Matrix Manager and includes their feedback in the year end summary review. The Line Manager decides the proposed rating, with input from the Matrix Manager.
- All ratings are calibrated for fairness and bias before being finalised and managers communicating them in a conversation to employees.
- For those employees who have not completed a full year's performance due to parental leave, sickness absence, sabbatical or other long-term leave, managers should rate the employee fairly based on their performance in the period they were most recently in the business.

All employees should be supported in developing and improving their performance in role and preparing for future roles (refer to our global learning and career development policy). Managers should discuss any employees under-performing (rated as unacceptable) with the relevant member of the People Team and apply the local policy for managing under performance.

### **3. Your responsibilities**

As a people manager you have a personal responsibility to comply with this policy and ensure that it is adhered to in how you manage the performance of your team. You are responsible for talking to your employees regularly to make sure you understand and can support their performance in relation to their unique circumstances. You are also responsible for understanding the diversity and inclusion policy, and ensuring you take steps to understand and eliminate any bias in your decision making around performance.

As an employee you should take ownership for your own performance and development and seek clarification or help from your line manager if you are unclear on priorities or you need support to achieve them.

Detailed guidance, timelines and rating definitions for the Summary Review conversation will be updated every financial year and are held in [My Academy](#)

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

This policy applies to all permanent and fixed term contract employees working at RS Group globally. Performance ratings do not apply to all employees, and local teams will provide details.

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 your People Business Partner.