

LEARNING & DEVELOPMENT POLICY

1. Overview

The GPT Group (the “Group”) is committed to providing its employees with opportunities to learn and develop in order to progress their careers, perform in their roles, and contribute to the Group’s success.

To achieve this aim GPT believes it is essential that the GPT employee value proposition contains a substantial and authentic commitment to supporting the career development of employees through continuous learning.

2. Purpose

This policy sets out the GPT Group’s commitment to employee learning and development in the workplace.

3. Scope

This policy applies to all fixed term and permanent GPT employees and may be amended by GPT from time to time.

4. Policy Statement

Through our Learning & Development (L&D) platform we provide opportunities for our employees to maintain and develop capabilities, assisting them to achieve their career goals and ensure that GPT has a workforce that can be deployed to successfully deliver on the Group’s business strategy.

GPT believes that a workforce that is supported in ongoing learning and capability development is best equipped to:

- Meet the challenges of a highly dynamic work environment;
- Deliver high performance in a sustainable fashion; and
- Mitigate business continuity risks by having a pool of skilled internal candidates for promotion.

GPT recognises that L&D costs must – like any other cost – be managed prudently and as a result provides a budget that is distributed between centrally provided L&D, manager directed learning and external education assistance. As a result, GPT aims to strategically allocate funding to selectively support L&D on a need and merit basis.

The GPT Group is committed to ensuring that 100% of eligible permanent GPT employees have a Development Plan in place, and takes steps to achieve this by 31 October of each calendar year.

For individuals with a Development Plan already formulated, GPT aims to ensure that it is being actioned and seeks evidence of progress (including recommending development conversations between individuals and managers at least twice a year during the mid and new development planning annual cycle).

GPT believes in a partnership approach between People & Performance and line managers for the delivery of learning. As a result, GPT’s L&D framework is built upon how individuals internalise and apply what they learn based on how they acquire the knowledge through the 70/20/10 approach that describes how learning occurs:

- **70%** from experience - real life and on-the-job experiences, tasks and problem solving;
- **20%** from exposure - feedback and from observing and working with role models, mentors and coaches; and
- **10%** from education - formal training.

With this in mind, GPT is committed to providing access to education and training for people managers to equip them to meet their obligations in respect of development planning for their direct reports.

5. Roles And Responsibilities

The Head of Talent is responsible for establishing a framework to support regular review, communication and reinforcement of this policy.

Managers are responsible for:

- Supporting and encouraging employees to put in place and act on individual Development Plans;
- Identifying capability gaps in individuals and working with them and/or Learning & Development to implement solutions;
- Managing resources accordingly to allow individuals to undertake necessary development;
- Ensuring that development outcomes are achieved and that there is an appropriate return on the development investment evident in on the job contribution and performance.

In addition to the responsibilities exercised by managers, employees are responsible for:

- Considering their own development needs and putting in place an individual Development Plan;
- Attending compulsory training or undertaking any identified development;
- Managing their role to ensure business continuity during any absences for training;
- Applying the development they have undertaken when they are back on the job.

Accountability for implementation of the GPT Learning & Development Policy sits with the Head of Talent.

Responsibility for performance is delegated to the People & Performance Team in partnership with line management, with oversight from the N&RC of the Board.

Key performance indicators relating to Learning & Development form part of the Learning & Development team members' performance agreements with progress reported the relevant Board sub-committee as required.

Policy Owner	Karen Maher – Head of Talent
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Author	Phil Taylor – Head of People and Performance
Organisation	People and Performance

Revision	Description of Change	Author
1.0	Initial policy - 1 May 2013	Phil Taylor
2.0	Updates to policy - 15 January 2014	Phil Taylor
3.0	Updates to policy - 9 January 2017	Jessica Tyson
4.0	Updates to policy – 14 January 2019	Davina Partridge
4.1	Updates to policy – 20 January 2019	Davina Partridge