



Learning and development policy

Our continued success and competitiveness depends on the quality of our employees and agents. It is our policy to equip all employees and agents with the necessary knowledge, skills and experience to do their job effectively, and meet business and individual objectives. We also aim to achieve a positive, forward-looking working environment where employees are encouraged to continuously improve their skills so that they may improve their performance or prepare for future career progression and responsibilities as the business develops.

We also have policies relating to further education, secondments, equal opportunities, language tuition, induction, and employee performance and development.

Policy ownership

The HR function is responsible for establishing, maintaining and communicating our learning and development policies and frameworks in line with business and organisational priorities. The teams also provide advice to management on learning methods and guidance to employees and agents on development options.

Implementation

Each country carries out an annual learning and development needs analysis against business objectives enabling them to revise the learning and development strategy to tackle priority areas.

Managers are responsible for helping employees and/or agents identify learning and development needs through performance review sessions and appraisals. They will agree appropriate development action plans, and undertake personal coaching, counselling and on-the-job training, where appropriate.

We encourage our employees to have a responsibility for progressing and demonstrating commitment to their professional and personal development. We provide access to tailored inductions, training, sponsorship and study leave for appropriate further and higher education qualifications.