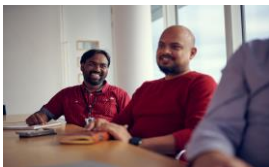


## Our commitments to you and you to us

- **As a Group we employ talented people**, who use their skills and abilities to contribute to our Purpose. To support this we actively encourage people movement; we want you to feel you can develop new skills, have opportunities to deepen your expertise, and reskill if necessary, to build a successful career with us.
- **With our evolving customer needs and changes to the world of work**, we know that roles are likely to change over time, and so it is important that we help people to develop careers across the breadth of our business. Remaining flexible in the roles we do and how, where and when we work will be key.
- **There is existing flexibility in your contract with us**, and this policy sets out how role movement can work. We outline the principles and reasonable steps we will take to make any moves happen, ensuring we set you and the business up for success.
- **There may be times when you want to enhance your skills**, or even reskill so you can move to a different type of role. The business may also need your skills elsewhere, asking you to take on an alternative role to use those skills differently. Here are some scenarios when this might happen;
  - There is a need to increase expertise in another part of the Group and you and your skills can support this – as a result you have the opportunity to broaden your experience and build on your existing skills.
  - You apply for and are successful in taking on a reskilling opportunity.
  - Changing customer demand means that you're needed to do the same or a similar role in another part of the Group - referred to as reassignment.
  - Changes to business needs could mean there is an impact on your role in the future, and so we proactively explore alternative roles, in a business area that is growing, so we can protect your employment with us.

## el Movement principles



- **Any movement or reassignment to an alternative role** will be in response to changing business needs. This might be led by customer demand, product or technology changes or broader impacts on operating models and processes – this is not about reducing the need for you or your skills, we will simply want to direct them in a different way.
- **Any proposed move or reassignment will always be a reasonable request.** We want to make sure that any new role will be a good match for your skills and experience and the move won't negatively impact your grade. As part of working out if the role is a good fit, we'll take into account any differences between current and new working arrangements and location.



- **You'll always have the opportunity** to share your thoughts on any proposed move or reassignment, including any concerns or personal circumstances the Group should take into account before any decisions are made.

This will be done on a **one-to-one basis**, allowing everyone to agree any adjustments that might be needed to ensure the move is a reasonable one.

- **If the new role could result in a change in your working pattern** we'd want to understand your individual circumstances and what is reasonable for you. Transition arrangements can be used and agreed with you if required.
- **If there is a change in your base location**, we will consider what hybrid working options are available. If the role means you have to be office or branch based, the time and distance of any additional travel requirements will be reasonable. Any additional costs will be met in line with the Travel & Mobility policy.
- **If there is training or specific business knowledge that will help you** to adapt your skills and experience you will be supported with this – any role based training or induction support would be about upskilling or deepening your existing skills and capabilities, not a reskill.
- **If we are looking to move groups or teams** of more than 20 people, as well as discussing directly with you, we will also consult with our recognised trade unions on the impacts.
- **We will always give you at least 4 weeks' notice** before any business-led change of role. There may be occasions where, due to individual circumstances, more notice is given.



**If you still have concerns** about a proposed reassignment you will have the right to appeal



## Reskilling principles

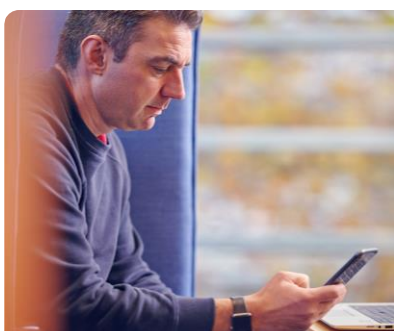
- **Through your career there may be opportunities to reskill.** Reskilling could be initiated by you or the business – you may wish to apply to reskill for your own development or you may be offered a reskilling opportunity so we can retain you in the Group.
- **To maximise the chance of a successful reskill** we will apply Reskilling Eligibility and Assessment criteria which will consider your potential and ability to reskill into another role.
- **If you are offered the opportunity of a reskilling programme** it's important that you have the confidence that you'll be able to commit to the requirements of the training and new role.
- **In a formal reskill, you will be supported with dedicated study time;** the amount of study required and the length of the reskill programme will be dependent on the new role.
- **If, either during, or on completion of the reskilling programme, the role you take on is at a lower grade,** your terms and conditions will be supported by the Group's Protection Arrangements.
- **If you do not successfully complete the reskilling programme** or there is not a role immediately available, you will return to your previous role or be supported in your efforts to find a reasonable alternative role.
- **Sometimes you might want to consider a complete career change** and so leaving the Group to pursue external reskill opportunities may also be supported. When offered, this option allows you to leave, but helps you to retrain for a different career path, with the costs of your retraining being met up to an agreed amount.



**Role movement and investing in upskilling and reskilling will support the Group to have the right people in the right roles,** minimising the need for redundancies. There may still be times when roles are impacted by restructuring in the Group, if this happens the Group's Redundancy Policy sets out how we will support you.



## The Small Print



- 1 The policy applies to all Grade A-G colleagues based in the UK, the Channel Islands and Isle of Man
- 2 The policy does not apply to agency workers, suppliers or self-employed contractors
- 3 This policy and terms within it are non-contractual
- 4 There is no appetite for waivers or exceptions to the policy or supporting procedures