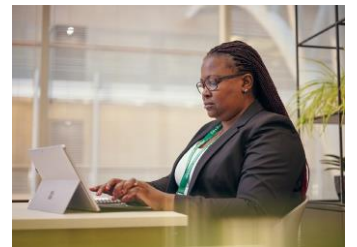


Our commitments to you and you to us

- **As a business we need to have skilled people doing roles that contribute to our overall purpose.** Evolving customer needs and changes to the world of work mean that roles are likely to change over time, and so it's important that we help people to develop careers across our business.
- **We recognise our responsibility to try to minimise the number of job losses and keep people in work.** Our approach to role movement actively encourages you to grow your skills, taking on different roles to build a successful career. You can read our Career Mobility Policy for more information on how we support movement, upskilling, and sometimes reskilling.
- **For these reasons, we have thought hard about our approach to redundancy** and this policy looks to sets out the principles that will apply if restructuring in our business leads to redundancies, how we support you, and through consultation you are able to have open and honest conversations about what it is you want to achieve from your next step.



PRINCIPLES

We know that changes or reductions in roles can be unsettling and a worrying time for you, so to help with this, our approach looks to ensure you have the right information and support to help you make decisions about your future.

We want you to know that;

- **Our people are key to our success**, so redundancy would apply as a last resort. To keep people in work we will seek out alternatives, and may proactively move you to a reasonable alternative role, restrict external recruitment and the use of external contractors, or look to limit overtime in affected areas.
- **We will consult with our recognised trade unions** on any planned restructuring and also talk to you individually about any impacts, giving you the opportunity to talk to us about what the changes will mean for you.
- **We will always focus on the skills and capabilities required** when selecting and appointing you into a role applying a fair and consistent process.
- **If you are not appointed into a role in the new structure**, we will work with you to understand what your next career step could be. This support will include exploring internal redeployment opportunities and sometimes options to further your career externally.
- **We will ensure you always receive your contractual notice if you are made redundant** and when you leave us, we will provide you with a redundancy payment to compensate you for the loss of your employment.
- **If you disagree with the decision** to make you redundant you will have the opportunity to appeal against it.

Steps we will follow;



CONSULTATION

- **Consultation is a two-way process where we talk and listen** to our people and recognised Trade Unions about changes that impact them or the people they may represent. The time it takes to consult will vary, but we will always follow the legal timescales as a minimum.
- **If you are personally affected, we will always consult with you directly** on the reasons for and details of the change, and any impacts on your role. We will also talk to you about the process involved and timescales. During this time you are able to ask any questions you may have and share any personal impacts or concerns.
- We will **consult with our recognised unions** Accord and Unite where larger numbers of colleagues are impacted.

Steps we will follow;



APPOINTMENTS INTO ROLE

- **As we want to minimise the impacts of change**, where there are no impacts or reductions in certain roles, we will ringfence and map colleagues into these.
- **There may be circumstances where we don't have enough roles available for everyone and so will need to select people into roles.** We will create selection pools which will be based on what the new role requires, grouping colleagues by either the role they do, the type of work and responsibilities they have, or the specific skill sets required.
- Most often these pools will **group colleagues together in the same and similar roles**, but pools can cover more than one grade or different roles depending on the skills and capabilities required.
- **We will ensure you know the criteria that will be used for selection**, which will focus on the skills and capabilities required for the roles now and in the future.

Where you are not appointed into a role, our approach focuses on;



FINDING ALTERNATIVE ROLES

- Support to find an **alternative role** within the Group which reflects your skills, experience and career aspirations.
- Considering whether a **reskilling opportunity** would enable you to stay with the Group.
- Offering you a wide range of **support services to help you enter the external job market** or explore possibilities you hadn't, or wouldn't normally consider.
- Providing you with a **redundancy payment, to support you financially** while you secure a new role externally.



Redeployment

- **You will receive support for your job search through our Redeployment Gateway.**
- **Role opportunities could be within your current team**, the wider business area or outside your current one. Being open to movement or roles that allow you to upskill or deepen your core skills, will support your ongoing career with the Group.
- **In any recruitment or selection process for roles, colleagues who are protected under law will be given priority for roles ahead of others** i.e. those on maternity, adoption, shared parental leave or colleagues with a disability seeking redeployment.
- **When you start a new role**, any necessary induction or training period will be there to support you to adapt to your new role. There may be times where there are specific training and role competence requirements, and here you will follow the agreed training path to competence.
- **If any trial period is necessary this will be agreed with you individually** and the length of it will reflect the training and competence requirements of the new role.
- **If a permanent alternative role is offered at a lower grade**, you will have your salary and benefits protected in line with the Group's Protections Arrangements.
- **If you are offered a reasonable alternative role and you choose not to accept or trial this**, this could impact the level of enhanced redundancy pay you will receive if you leave. You will of course have the opportunity to discuss if the move to the role is reasonable and will have the right of appeal if you believe it is not. The different payment scenarios are outlined in the redundancy pay guidelines.
- **If you are offered a suitable alternative role and you unreasonably decline this**, you will leave the Group and no redundancy payment will be made. If you believe the role is not a suitable one, you will be able to appeal against being appointed into this role.

Reskilling opportunities

- **We want you to feel you can develop new skills to continue your career with us**, and reskilling can provide an opportunity for a change of direction that will support you to stay with the Group.
- **If there are formal reskill opportunities**, to maximise the chance of your success, we will apply Reskilling Eligibility/ Assessment criteria which will consider your potential and ability to reskill into a new 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 the new role at the end of programme.
- **If you are reskilling you will be supported with dedicated study time**. The amount of study required and the length of the reskill programme will be agreed with you.
- **If you do not successfully complete the Reskilling programme**, you will be provided with outplacement support to help in an external job search. If you would prefer to stay with the Group, you can continue an internal job search during your notice period. If you do leave to Group, the relevant redundancy payment terms apply.
- **If you successfully complete a reskilling programme, but then decide not to accept the role that is offered**, you will leave the Group and no redundancy payment will be made.
- **If you successfully meet the reskilling criteria and are offered the opportunity to progress and you choose not to accept or try this**, it will impact the level of enhanced redundancy pay you will receive – the different payment scenarios are outlined in the redundancy pay guidelines.



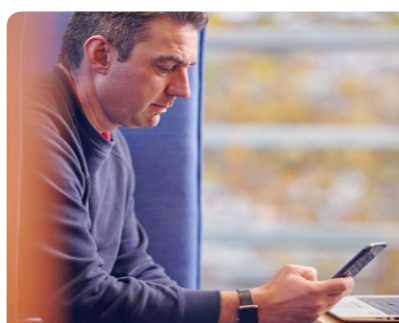
LEAVING THE GROUP

- **We will support you with enhanced external career transition support** to make the experience less daunting. This support will help you explore opportunities you may not have previously considered and the services include providing advice on starting up a business or exploring a new career direction.
- If you are made redundant, **detailed information will be provided on pay and the impacts** on your benefits and pension. Any redundancy payment we make includes any entitlement you have to statutory redundancy pay.
- **If you are leaving under voluntary early retirement** and need to provide a specific amount of notice to draw your pension under the pension scheme rules, this will be taken into account when your leave date is agreed.
- **You will always be given contractual notice before your employment ends**. In some cases we may bring your leave date forward and pay you in lieu.



At its discretion the Group may offer voluntary redundancy or voluntary early retirement where this may reduce wider impacts on colleagues

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