

# People Development

**Wood recognises that our people play a pivotal role in the success of our business. Our success depends on the capability and engagement of our people, and our ability to identify, promote and mobilise our people is important to the long-term health and performance of the organisation. We believe everyone at Wood has the opportunity to grow their own career; we believe development is facilitated through regular conversations to ensure their aspirations are aligned with business needs and opportunities.**

**Highly valued conversations connect and align employees and their line managers, build on our healthy workplace culture, and have benefits to both employee and the business in retaining talent.**

## Purpose:

This policy aims to enhance the career journey of our people and develop a high performing workplace where our employees are supported to be their best and where relevant are fully engaged in driving their careers. It also aims to provide Wood with a holistic overview of our people and their capabilities.

## Scope:

This policy applies to all Wood employees across our global business and is reviewed annually.

## Policy Requirements:

This policy provides minimum standards for the various activities of people development. It addresses minimum expectations, key methods, governance and roles/responsibilities

**Assessment** - In order to support individuals and the business, Wood may use assessment/development centres and diagnostic assessments such as ability and behavioural psychometric tools. The purpose of their use is to provide developmental feedback to individuals.

**Succession management** - The process of identifying employees' capabilities in order to fill key roles in the organisation. It is expected that leadership teams undertake regular talent reviews per year, to ensure that conversations are being held regularly about people's capabilities. The outcome of the talent review will be

proactive development plans, robust succession plans and actions plans to mitigate business risk

**Learning** - Learning and development activities directed at improving skills, knowledge and behaviours in support of achieving business results and personal growth. Individuals are encouraged to adopt the 70-20-10 approach to learning, where 70% of their development takes place on-the-job, 20% through interactions with others and 10% through formal training. Learning content can be delivered through multiple methods, including our global learning management system.

**Leadership development** Leadership development programmes will be designed and delivered across the business based on the Wood strategy, the needs identified from performance development, talent reviews and feedback from the business. Attendance on leadership development programmes will be targeted at the right time, based on individual needs.

**Career management** Wood - operates on the principle of career partnership and believes that everyone has the ability and responsibility to grow their career within Wood. It is the responsibility of the employee to drive their career growth at Wood and of their leader to facilitate and support where necessary. Internal opportunities are made available to employees, through an internal vacancy portal promoting global opportunities in one centralised system,

**Performance development** - Wood expects regular performance conversations between employees and their managers to enhance professional and personal development. Our approach to performance is future focused and designed to deliver strategically aligned business outcomes. It is expected that objectives are aligned to Wood strategy, business ethics, values and behaviours. This is done through regular constructive feedback and underpinned by a coaching approach,

## Responsibilities

### Employee accountability:

- To own their own careers and develop performance objectives that drive their own development and learning with the support of line managers.
- To focus on delivering performance objectives that also support our business strategy

- To regularly check in on progress against performance objectives.
- To listen and act upon feedback which enables personal and business growth

**Line Manager accountability:**

- To invest their time in supporting employees in developing and delivering performance objectives that drive their own development and learning as well as aligned to the business needs
- To coach employees and provide regular opportunities for constructive feedback on all areas of performance, in order to facilitate and support the careers of all team members.
- To guide employees with the Wood strategy, business ethics, vision, values and behaviours.
- To be accountable for all people development activities in their area of business.

**Measurement:**

The effectiveness of the people development policy will be measured through employee survey engagement scores, business performance and retention. These measures will highlight if managers are supporting the key people development activities.



Name Steve Hurst  
Position President, Learning & Development  
Date 07 September 2022