



Grow with Greencore

Making every day taste *better*

January 2024 – V1 (External)

We believe that everyone has the potential to grow, develop and perform and we seek to be inclusive in everything that we do at Greencore.

That's why we are committed to helping all our colleagues build their own unique development plan, whether that's about developing in their current role or for a future one. In this guide we share the vast range of development available; as you consider a career with us, we hope it helps you understand the possibilities and support available to help you build and grow a meaningful career with us.

Natalie Rogers

Director of Talent, Development & Inclusion

Grow with Greencore

Our commitment to development starts at interview stage, where we give feedback and help colleagues understand their strengths and gaps against our Greencore Behaviours. Let's walk through our commitment at each stage of our colleague's career journey:



Our philosophy of learning

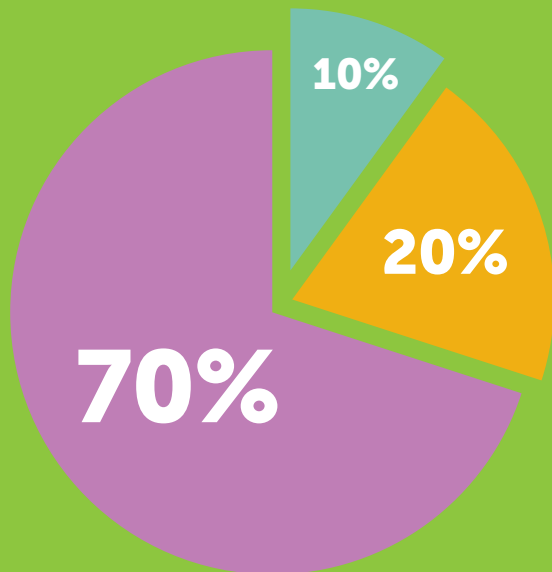
Everything we do in talent and development here at Greencore sits together and is known as Grow with Greencore.

Before we walk you through each component, and how this might support your development, it's important to understand our philosophy of learning.

Developing at Greencore is all about providing a balance and blended approach to learning, with 70-20-10 learning philosophy sitting at the heart of all our development offers.

Focused on providing more formal knowledge to increase skills and confidence

Focused on providing the tools to enable colleagues to try things out and learn by doing



Focused on helping colleagues learn from each other, create connections and build relationships



We are proud to be recognised for excellence

We have a best in class offer for colleagues at Greencore, be that to enable their growth or to help them belong.

All of our development, talent and inclusion activity is designed to help colleagues to take control of their growth. Designed to put you in the driving seat, all of our programmes and resources help to accelerate your career and unlock your potential. We are known for providing excellence in what we do, and will be there to guide and support your journey, but you'll be the one leading your development, that means embracing 70-20-10 as a way of learning and leveraging the broad range of resources and tools available to you.

Many of our programmes are award winning, and we are very proud that so many of the colleagues benefitting from them are too, but don't just take our word for it.



IGD John Sainsbury Learning & Development Award 2018
for our Line Manager Framework

"Greencore has clearly demonstrated how investing in L&D can not only provide a game changing shift in line manager's capability, but can also impact wider business strategic development. Their approach was immersive, collaborative and innovative. Their new programme utilised the latest learning methodology and thinking, and presented learners with engaging, cutting-edge tools and resources that encouraged a community led approach to learning and cultural change."

Award Judge – Stuart Comer



CIPD People Management Awards 2018

CIPD Best L&D Initiative 2018
for our Line Manager Framework



PRINCESS ROYAL
TRAINING AWARD
2019

The Princess Royal Training Awards 2019
for our Line Manager Framework



We are proud to be recognised for excellence



PRINCESS ROYAL
TRAINING AWARD
2023

The Princess Royal Training Awards 2023
for our Line & Logistics Coordinator Framework



Co-op - Pioneer in
Diversity & Inclusion
Award 2021
for our Inclusion &
Diversity strategy

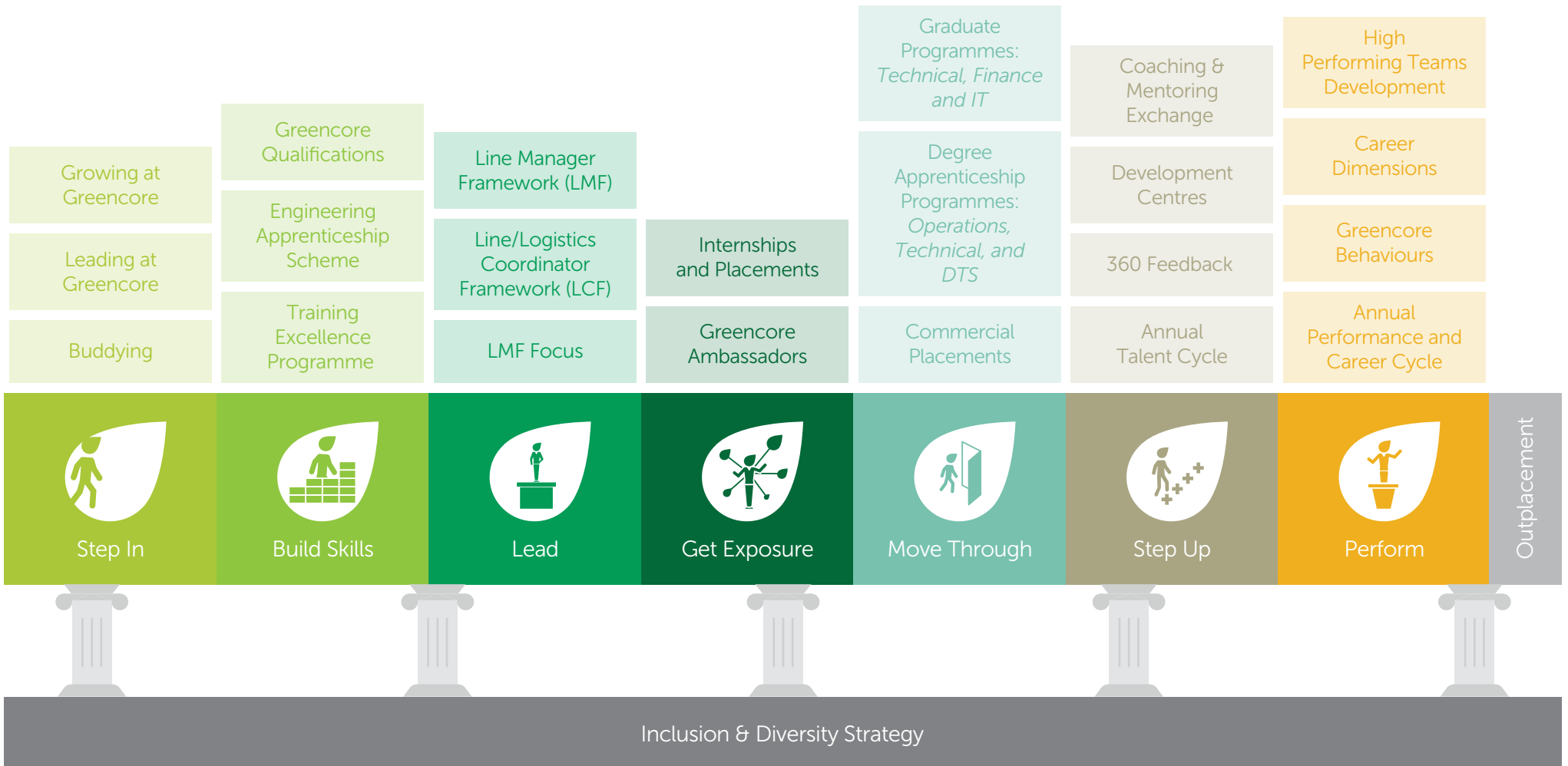
'Truly pioneering, brave,
innovative'



Nottingham Trent
University - Apprentice
Employer of the Year
Award 2022
for our early careers
programmes



Grow with Greencore at a glance



Getting started with your development

We aim to enable our colleagues to lead their own development and take personal responsibility for their growth. By developing a wide selection of development pathways, resources and programmes we help colleagues to identify their development needs and create a plan to develop, be that for the role they are in today, or a future role.

Your development plan may be made up of activities you'll undertake, experiences you will take part in, and knowledge you'll gain all designed to help you strengthen your skills for your current role or a role you may wish to move into in the future.

To successfully build your development plan, you'll need to first define what you are developing towards, what is your goal?

That could be to meet the requirements or achieve your potential in your current role, or it could be to realise your career ambitions and move into a different future role, and it can even be both – once you've understood the need, you'll be able to use our Grow with Greencore offering to support you.



Let's explore what's available across Grow with Greencore

Step In



Buddying

We have colleagues who also act as Buddies across most of our sites. They are there to support new colleagues settle in, be that through signposting, being available to answer questions or just being a friendly face and connecting you with new people. We have a dedicated Buddy training programme to help them be effective and develop their skills.

"I have really enjoyed working with my buddy, everything was clearly explained to me and I feel so much more confident"



Leading at Greencore

If you manage or lead people at Greencore, you'll be asked to join us at our one-day event where we help you understand your role as a leader, our expectations of you, and equip you with

access to the tools and resources that will help you lead successfully.

"This was a great session to understand how to unlock the potential of Line Manager Framework and understand what it means to lead at Greencore. I found this face to face workshop engaging and interesting, I have taken away some invaluable information from today"



Growing at Greencore

Whether you are just embarking on your career with us or have been with us a long time and are looking ahead, you'll find a wide range of support to help you

build both a rewarding and motivating career with us.

In this session we'll explore what development at Greencore looks like, and what tools are available to support you.

"Great to explore our offerings for colleague development"



Build Skills



Training Excellence Programme

Ensuring our new operational colleagues are set up to succeed is important to us. Our training excellence programme, aimed at Operational Trainers enables them to develop the skills of our people and ensure we keep them safe. This 3 month programme covers how to train others, validate skills and provide feedback.

“The programme has helped me with my communications skills, not only with the colleagues I train, but it’s also helped me to improve my communication skills with Line Coordinators and Line Managers”



Engineering Apprenticeship Scheme

We run a dedicated work and study scheme over a 4 year period for our budding engineers of the future. Colleagues join us in September each year and undertake block release study at one of two specialist colleges, along with work experience, mentoring and hands on skills practice, they attain a Food and Drink Maintenance Engineer Level 3 qualification on completion. Take a look [here](#) for more information.

“A great opportunity to learn theory and practical skills at the same time, our block releases help us to apply theory work into practical whilst at work. I’m learning a lot of new things and being able to implement it straight away at work”



Greencore Qualifications

We offer a wide range of qualifications from level 2 to 7 for new or existing colleagues, these vary based on our business and skills needs. Each lasts

at least 12 months in duration and can last up to 4 years, so colleagues should be sure to fully explore the commitment before they enrol. You can assess whether these might be suitable for you and enrol on a qualification each year in June, for a September start.

“I was looking to deepen my technical and job-based skills, and this qualification was just what I needed”



Lead

We are very proud of our multi award winning line manager and leadership development offer which has grown to provide skills and experiences for colleagues, team leaders, line managers and senior leaders.



Line Manager Framework

Our Line Manager Framework (LMF) is our core development platform, built by our colleagues, for our colleagues it contains everything you'll need to take control of your development, as both a colleague and as a manager/leader in our business.

"An amazing platform with easy access to so many resources and helpful developmental tools in once place"

On LMF not only can you understand in depth what's expected of you as a line manager, you can also access our full range of learning resources designed to help you take control of your growth and learn in a 70-20-10 way. You'll find practical tools, quick guides, templates, infographics, line manager guides, and a full suite of comprehensive videos which help you to learn by doing, the Greencore way.

You'll also find tools to help you build connections, find a coach or mentor, or learn from others through chat forums and peer to peer knowledge sharing.

Finally, for topics where an in person learning experience provides the best growth, we provide access to a curriculum of workshops. You can choose the best learning resource or method for you, with 3 streams of learning available.

Lots of our resources are useful for colleagues too so if you don't manage teams, you can still leverage the great range of learning available to you.



Lead

Line & Logistics Coordinator Framework

Our Line & Logistics Coordinator Framework (LCF) is a face to face learning programme of approximately 12 months in duration, delivered at our sites for our circa 1,000 colleagues in team leader/ coordinator roles. This modular programme is experiential, active and practical, and helps colleagues to connect with their team, manage safely and deliver what's needed for their operation. Delivered by a highly skilled, experienced and diverse team of facilitators, colleagues benefit from active learning approaches which directly reflect the fast paced nature of their roles, and are designed specifically to unlock their performance and that of their teams.



This programme also has external validation from The National Skills Academy for its quality, and has received the prestigious Princess Royal kitemark. Through 8 or 9 modules colleagues learn about how to build meaningful relationships, provide feedback on performance, show thanks and appreciation and communicate with colleagues. Alongside this, they explore how they protect the safety and wellbeing of our colleagues, and make sure product demand and quality are delivered in line with the operational plan. We are proud to hear that 97% of colleagues tell us their time invested in this programme is worthwhile, and 87% feel it's helped them understand what's expected in their role.

"LCF has opened my mind, it's helpful to build my self-confidence as well as how I engage and communicate with colleagues at all levels"



LMF Focus

Our LMF Focus programme targets one of the core expectations of our people managers, immersing them in all they need to learn about managing employee relations matters. Delivered locally by our team of HR experts, the programme guides managers through a series of self-led learning, experiences, and mini workshops to help them gain confidence and experience in managing absence, conduct and disciplinary matters.

"I have learned so much from this programme. It has enabled me to perform my role to a better standard and given me the confidence to deal with issues as they arise"



Get Exposure



Greencore Ambassadors

Our ambassadors are members of our early careers programmes and they work with us to engage new and emerging talent, such as working with schools, colleges and supporting applicants for our different programmes.

"It's been a great experience and opportunity for me and my colleagues on early careers programmes"

Internships & Placements

To attract and retain new and emerging talent we encourage work experience and placements in our business.

"It's great to have to opportunity to experience life in Greencore"



Move Through



Graduate Programme Finance

Our Finance Graduate Programme is designed to help attract and retain Finance talent working towards Financial Accountant roles on a 3-year programme, exposing them to different roles in Finance alongside qualifying them in their CIMA level 7 in Accounting and Taxation. We search for new talent annually to join us in September each year.

"I really value the exposure, I've met various teams and individuals that have guided me and helped me develop my skills within a fast paced environment, the team around me is very strong, driven and committed to achieving success/performance"



Graduate Programme Technical

Our Technical Graduate Programme is designed to build long term talent and capability for our specialist technical function, exposing candidates to a variety of different roles within Technical over a 2-year period before applying for a role in their chosen field at the end of year 2. Our Graduates join us in September each year.

"I value all of the development and training opportunities, allowing me to get the most out of my programme. I have learned so much and my Line Manager always wants to help me develop skills further by letting me get involved with a lot of opportunities and meetings"



Move Through



Degree Apprenticeship Programme

Our Degree Apprenticeship Programme is a 4-year programme blending work experience and study in a functional pathway,

resulting in either a Chartered Management Degree Apprenticeship (CMDA) for colleagues in our DTS and Operations functions, and a Food Industry Technical Professional Degree Apprenticeship (FITP) for colleagues in Technical. Along with a qualification, colleagues work across a range of different roles, experiencing different teams and work activities, each a step on the pathway to the target end role for each function. This provides a rich and diverse set of experiences to best prepare them for a career in their chosen field, along with a technical or leadership knowledge base from which to grow. We search for new colleagues to join our programme during Spring and Summer, and they join us each year in September.

"It's been an amazing introduction into the food industry, and has helped me kick start my career as well as earning a degree"



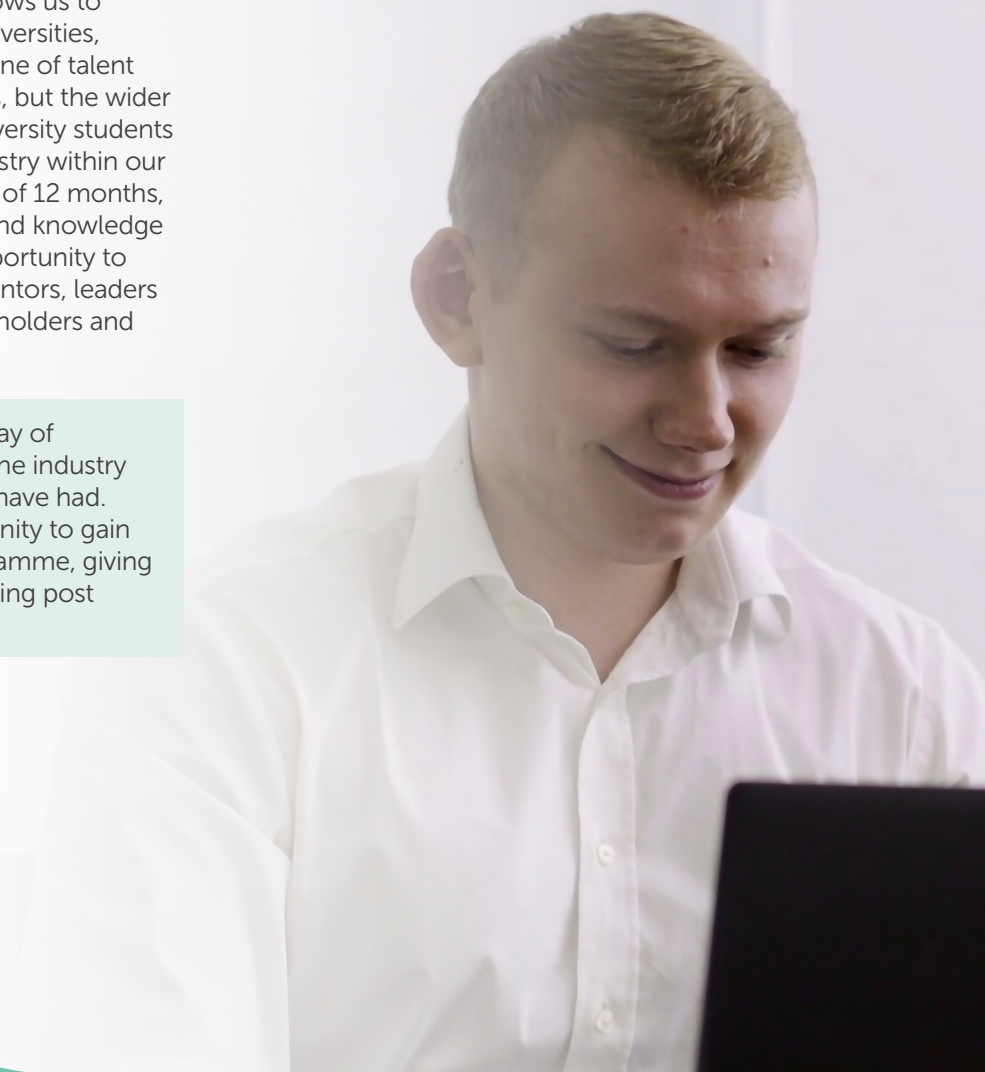
Commercial Placement Programme

Our Commercial Placement programme allows us to partner with universities, creating a pipeline of talent

for the future, not only for our business, but the wider industry. This programme provides university students the opportunity to spend a year in industry within our Commercial function. Over the course of 12 months, colleagues will build their experience and knowledge of life in the food industry, with the opportunity to learn from experienced colleagues, mentors, leaders and take part in key projects with stakeholders and customers.

"The placement programme is our way of supporting the next generation into the industry and 'paying forward' the support we have had. For the individual it is a great opportunity to gain vital experience in a structured programme, giving a foothold in the industry and improving post graduate employment prospects"

To learn more about our early career's programmes, you can find out more at earlycareers.greencore.com



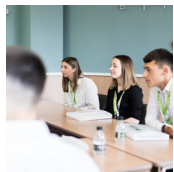
Step Up



Coaching & Mentoring Exchange

Our exchange is designed to help colleagues access mentoring or coaching to support a wide range of needs, be that coaching on a particular issue or topic they are struggling with, through to career coaching, mentoring for career or for learning support.

"I was excited about the opportunity to become a coach at Greencore. The training and subsequent support from our TD&I team has been outstanding and has given me even more confidence in my role as a leader at Greencore"



Development Centres

Our Development Centres help prepare colleagues for a career transition by providing structured experiences that they may encounter

in their chosen career or next role, and help them identify their strengths, development gaps and build a robust plan to help them achieve their career aims.

"The development centre experience has really helped me manage my career transition"



360 Feedback

Along with everyday feedback, which we encourage verbally, and online, we also offer structured 360 feedback so you can understand which behaviours are your greatest strengths, and which areas may help you perform, grow or progress.

"It was really invaluable for me when I was looking to build a robust development plan and develop my self-awareness"



Annual Talent Cycle

Each year in Autumn we ask colleagues to share with us their career aspirations and help us understand their potential next move. We calibrate our colleagues during this window so we can best support their progression and help them move closer to their aspirations.

"The Talent Cycle has really help me have meaningful conversations with my team about building a career at Greencore"



Perform



High Performing Teams Development

Our High Performing Teams Toolkit is designed to help senior leaders get the best from their teams and create the right environment for high performance.

"It's lifted us out of the day to day, and helped us as a team see how to be better and to break the cycle of how we're operating"

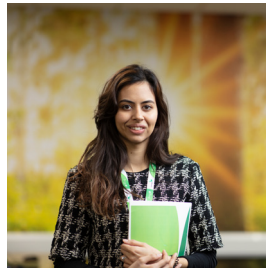


Annual Performance and Career Cycle

Our performance and career platform, known as GWG is a key component of development and performance at Greencore, it's here you'll set your

goals, development aims, share your career goals and aspirations, and spend time at least three times a year with your line manager talking about your performance.

"Really is fundamental for colleagues and managers, it's been great to have meaningful conversations about goals, performance, development and career with my team"



Career Dimensions

Career Dimensions help colleagues to understand the critical experiences and skills they'll need to gain in each level of a job family or a specialist area in their function.

We currently use these with our IT teams to help identify development priorities and over time envisage they will expand into other functions too.

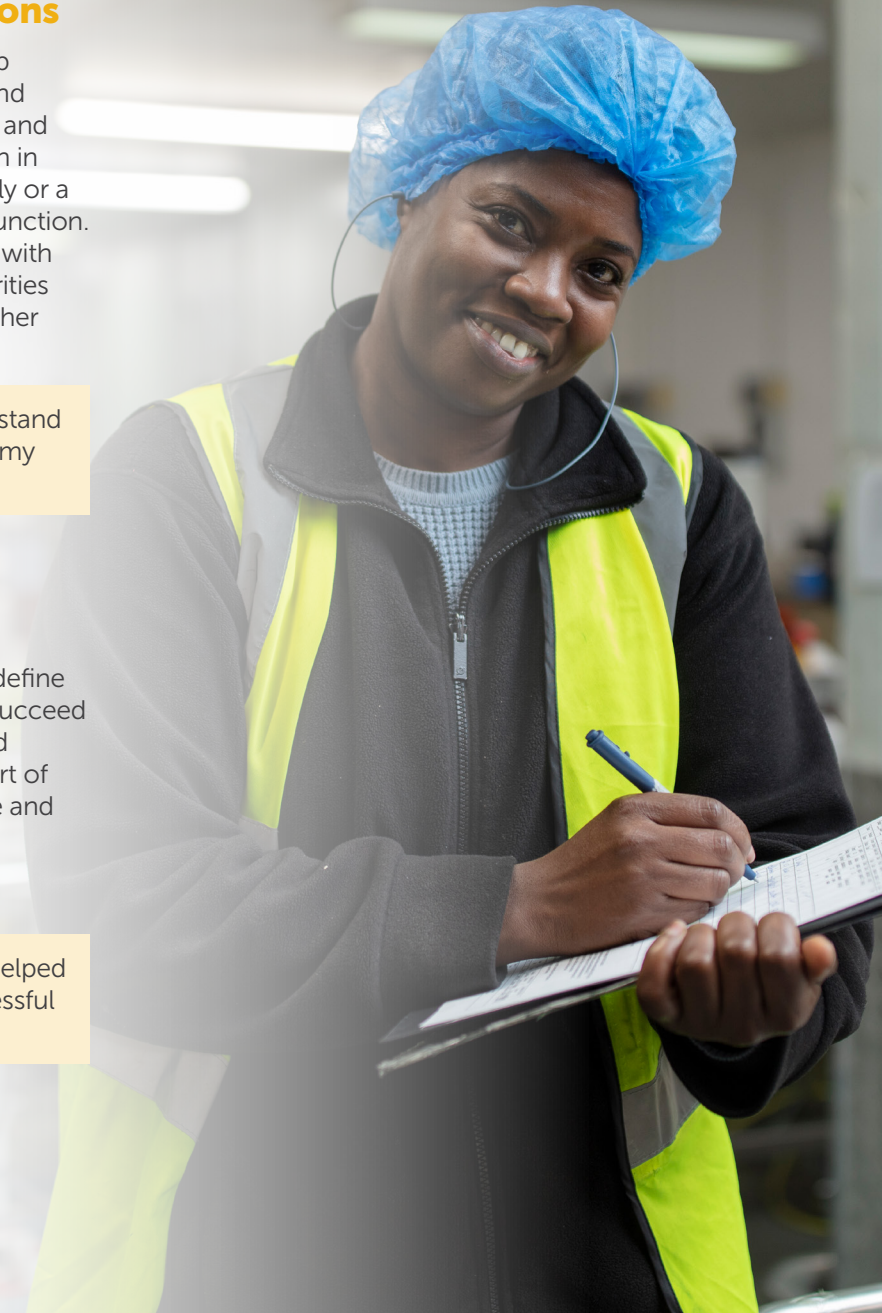
"Perfect tool for when I was looking to understand and explore the skills I needed to progress in my function"



Greencore Behaviours

Our Behaviours define what it takes to succeed at Greencore and form a critical part of our performance and development.

"Understanding our 5 Behaviours, has really helped me bring to life for my team how to be successful at Greencore"



Come and work with us

We hope you've found this guide useful as you consider how you can build and grow your career with us here at Greencore.

If you want to find out more about what it's like to work, grow and belong at Greencore, take a look at [Greencore.com](https://www.greencore.com). You can find out more about Greencore from our colleagues through our social channels too.



If you want to search for, or apply for a role with us, please register [here](#).

