

The background of the slide is a photograph of a woman with long dark hair, wearing a white and green patterned shirt and a lanyard, sitting at a wooden table in a meeting room. She is looking towards the left. On the table are papers, a glass of water, and a bottle of water.

grow with Greencore

Making every day taste *better*

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 a future one. In this guide we share the vast range of development solutions available; as you consider a career with us, we hope it helps you understand the possibilities and support available for colleagues to build and grow meaningful careers 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:

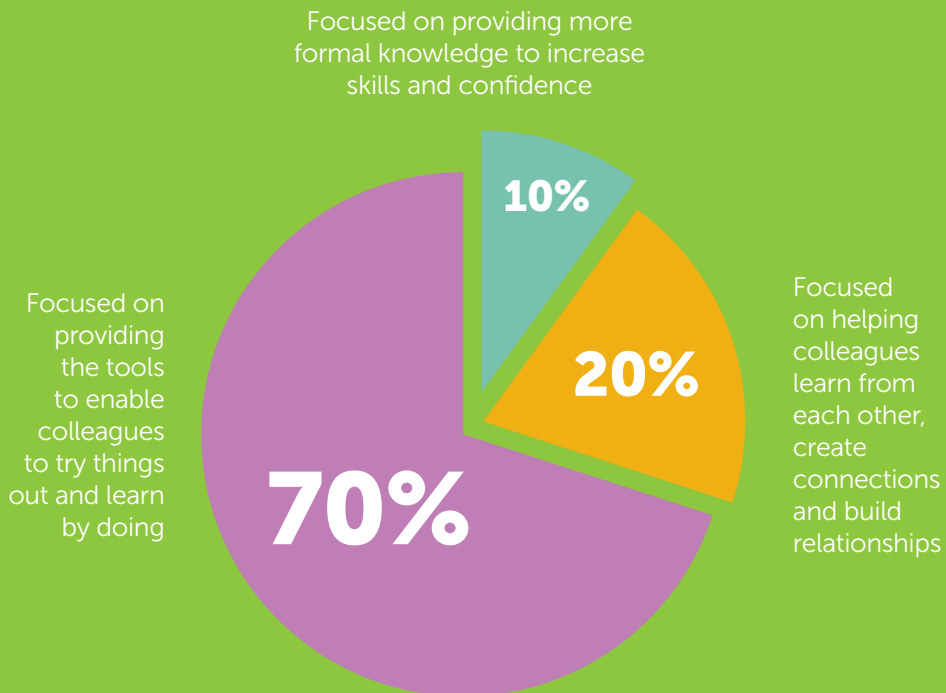


Our philosophy of learning

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 growth and development of our colleagues, it's important to understand our philosophy of learning.

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



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 them in the driving seat, all of our programmes and resources help to accelerate their career and unlock their potential. We are known for providing excellence in what we do, and will be there to guide and support their journey, but they'll be the one leading their development, that means embracing 70-20-10 as a way of learning and leveraging the broad range of resources and tools available to them.

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**

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

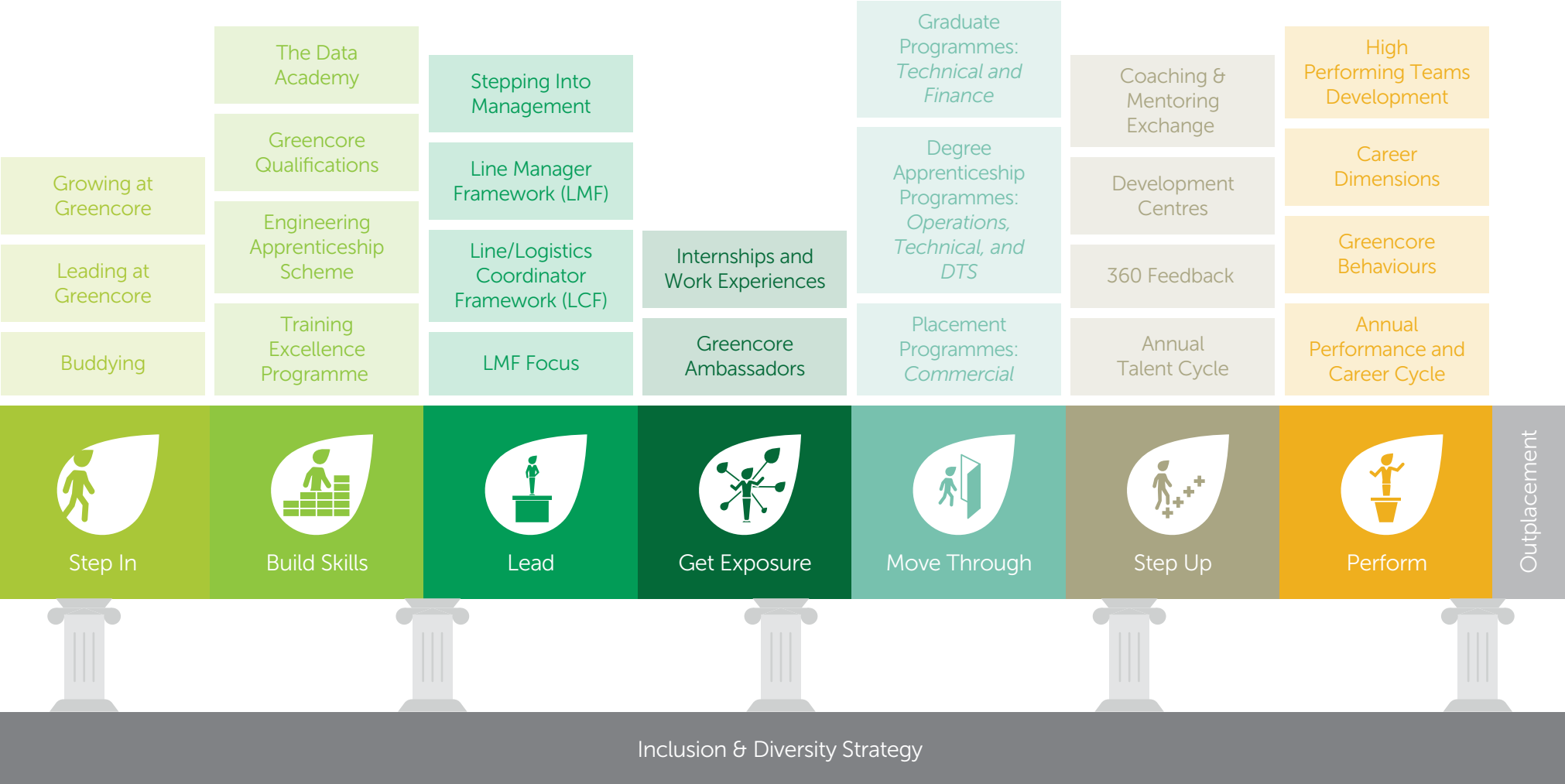
*'Truly pioneering, brave,
innovative'*



**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.

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

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

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



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

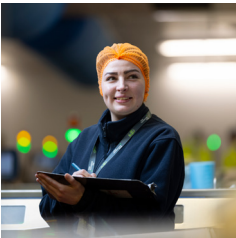
Step In



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 someone is just embarking on their career with us or have been with us a long time and are looking ahead, they'll find a wide range of support to help them 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 them.

"The workshop brought real energy and provided plenty of support and confidence to grow and gain new skills at Greencore. The facilitators were passionate and knowledgeable, and I left feeling motivated to develop myself with confidence"



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 with our trusted training provider, 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 qualification programmes for colleagues, based on our business and skills needs. These vary in duration from

shorter programmes to 4-year degree programmes. Colleagues can find out which programmes are on offer, and whether they are suitable for their needs on our [dedicated site](#), and apply to secure a place when our annual windows open, usually twice a year.

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



Build Skills



The Data Academy

Our Data Academy provides colleagues with upskilling in data, storytelling and data visualisation. We've a wide selection of learning available, from foundational self-led learning, through to generalist and specialist workshops and education pathways all designed to increase data literacy and develop smarter and new ways of working. Programmes and workshops are accessible all year round.

"I've come to really understand data - not just the theory behind it, but how it drives business decisions and shapes user experiences. I've also picked up some great tools, tips, and techniques that help me work smarter and get things done more efficiently."



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.

"The Line Manager Framework platform is a real asset – it's easy to navigate and puts a wide range of high-quality, up-to-date resources right at your fingertips. Everything you need is in one place, making it simple for managers and colleagues to quickly find support and tools for every aspect of the business, any time of day or night"

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 by joining us on our webinars or tuning into one of our podcasts. 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.



On Demand
Learning



Live online
Learning



Live in person
learning

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



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"

"I learned so much from the LCF sessions - new ideas and skills I can use straight away in my job. The activities made everything clear, and I feel more prepared to support my team and tackle challenges at work"

"The facilitators made every session enjoyable and easy to understand. Their encouragement and clear explanations helped me feel comfortable to share my thoughts and learn from others in the group"



PRINCESS ROYAL
TRAINING AWARD
2023

The National
Skills Academy
FOOD & DRINK



Lead



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"



Stepping Into Management

Our Stepping Into Management programme is designed to equip new leaders with tools, confidence, and self-awareness to help them effectively step into their first management role. During the programme we help new managers understand how their strengths, preferences and individual style can be best leveraged for results. We bring to life our Greencore behaviours, and how they can be a role model for their team, along with exploring in detail what's expected from them in their new role, and how they can create the

right connections and build their professional network. We provide core skills in developing relationships, communicating effectively, developing their team, coaching, setting goals, giving feedback and effective delegation, all essential skills that will help them succeed as they make their career transition.

Entry to the programme is through nomination only, and colleagues need to have been promoted into a management role where they lead a team of colleagues within the last 8 months to be eligible. The programme includes an overnight stay, where learning and peer to peer relationships are cemented over an evening meal, and there is pre work required in completion of a management DiSC profile. Once a colleague has completed the programme, they'll be invited to join "The Management Network", a community group where they can discover further learning opportunities and connect with fellow alumni.

"I'd absolutely recommend this programme to anyone starting out on their management journey. It offers real-life examples of what to expect when leading and managing others. I'm already planning to put what I've learnt into practice - especially around how to delegate effectively and appropriately to my colleagues"



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 & Work Experiences

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

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



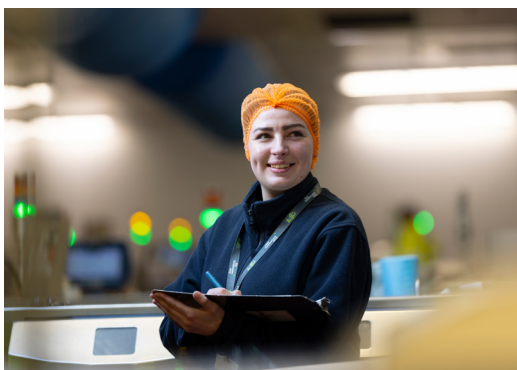
Move Through



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 supporting them to gain their CIMA qualification. 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"



Placement Programme Commercial

Our 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.

"My placement year at Greencore was an incredible experience that helped me grow both personally and professionally. I was supported by an amazing team, challenged with real responsibility and given the chance to apply what I'd learned at university in meaningful ways. The chance to develop myself by leading projects, supported by such a great team who would push me out of my comfort zone has allowed me to learn things I never would in the classroom and I am excited to continue developing myself now I am back working for Greencore"



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"

"Joining The Exchange gave me real support for my own development. I was matched with an excellent coach and found the relationship genuinely beneficial. Exchanging ideas with someone outside my usual network was refreshing and energising"



Development Centres

Our Development Centres help prepare colleagues for their career transitions by taking them through structured experiences that they may encounter in their chosen career or next role. The experience helps to determine colleagues strengths and development areas, the outputs of which will support them to build robust development plans to help them achieve their career aspirations.

"The development centre experience was a much needed reminder to focus on my self development and reinvigorated my drive to grow my career"



360 Feedback

Along with everyday feedback, which we encourage verbally, and through GWG, we also offer structured 360 feedback so colleagues can understand which behaviours are their greatest strengths, and which areas may help them 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 they'll set their

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

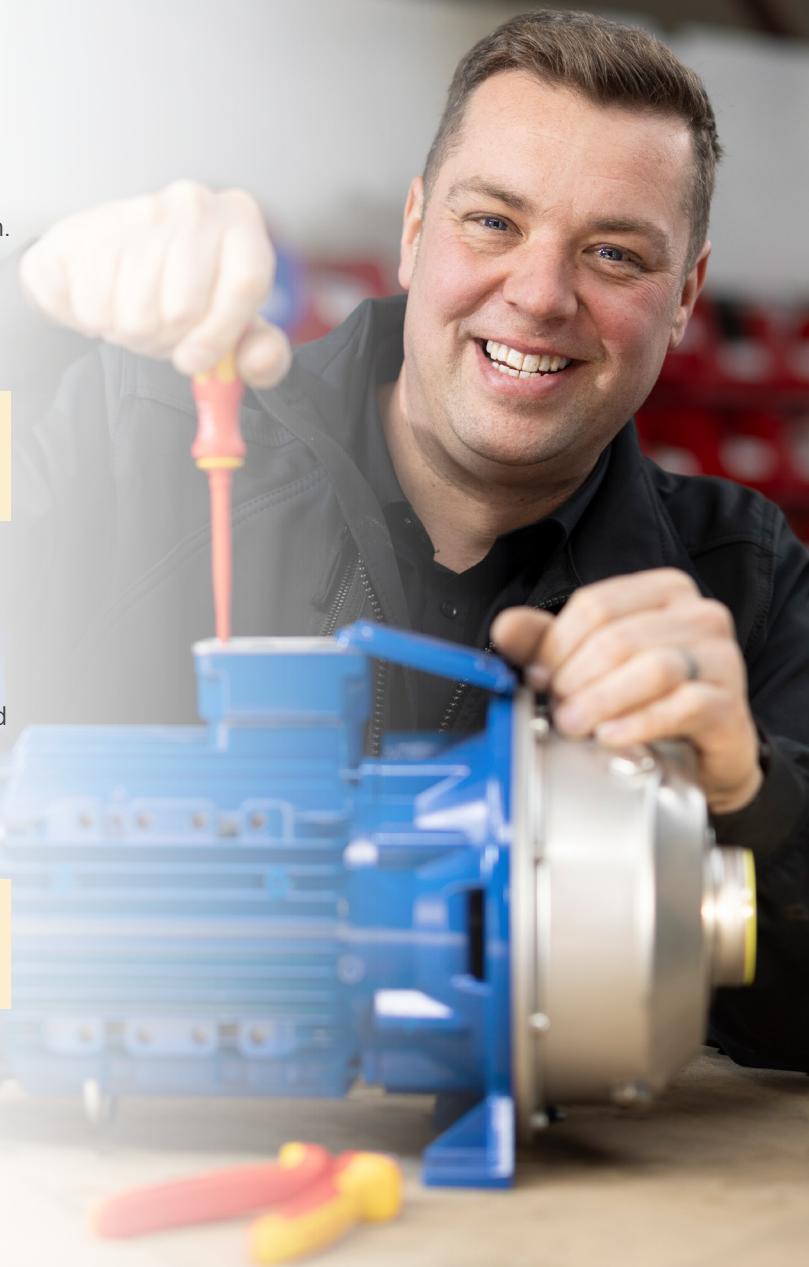
"Perfect tool for when I was looking to understand and explore the skills I needed to progress in my function"



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 [Work with Greencore](#). You can find out more about Greencore from our colleagues through our social channels too.

Follow our hashtags **#GrowWithGreencore** and **#InclusionAtGreencore** to keep up to date with life at Greencore.



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

