



UK/Europe Region

G&W UK People & Organisational
Development Strategy



Introduction

Unique in the freight transportation industry, starting life as a 14-mile railroad serving a single customer in upstate New York in the US, Genesee & Wyoming (G&W) has since grown to be a leading owner and operator of 116 freight railroads with 7,300 employees serving 3,000 customers globally.

The G&W UK/Europe business includes Freightliner acquired in 2015; the UK's largest intermodal rail freight provider and Pentalver, acquired in 2017, a leading UK container logistics provider. Both organisations have been on a journey of change and development over the past five years. As an industry not historically recognised for investment in people development, significant investment has taken place since 2016-2017 with a focus on developing a range of training courses and programmes to tackle basic skills, knowledge and capability. The aspiration now is that we want to build on these foundations and move to a level where we look at the longer term impact of development for individuals and its impact on the organisation's ability to demonstrate the required skills and behaviours for the future. The key challenge for G&W UK is to continue to drive cultural change and develop a performance and learning culture which improves both individual and business performance.

Learning and Development is specifically focused on helping people learn new skills, so they are motivated and productive at work. G&W is committed to developing its workforce to build individual skills and capabilities which ultimately positively influences business performance. The L&D team is focusing on creating and evaluating training programmes which include supporting, developing and accelerating employee learning in order to build an agile and responsive organisation. This is done in consultation with the platform business leads and HR Business partners and focuses on key development areas emanating from performance reviews and career development conversations as well as individual business strategies of the respective platform.



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Achieving our vision

Our vision as a business is achieved through:

- Service Excellence in all we do
- Targeted and Selective Growth
- Committed People, Inclusive Culture
- Passion for technology & data
- Responsible and sustainable environment



People strategy overview

The People & organisational development strategy details the way in which we intend to work with staff, line managers and other stakeholders to help everyone reach their potential.

The key priorities for the next 5 years from a Learning and Development perspective are:

- Attract & retain high quality staff
- Strategically align individual performance & development plans to that of the business
- Develop leadership capability
- Inspire a culture of inclusivity, diversity and good health and wellbeing
- Support cultural change and development
- Maximise staff engagement

Our focus will be on developing an organisational culture that values diversity and ensures our people have meaningful and challenging work, that they are effectively

developed and motivated to perform well and, consequently, have their contribution recognised and rewarded appropriately.

Attract & retain high quality staff

We want people to want to work for G&W and, once here, to have the right skills to do their job productively and efficiently and to develop their skills while employed by us.

To do this we will:

- Ensure that the selection process encourages diversity and attracts the best people for the available roles.
- Identify strategies that once here, enable the organisation to retain the best people and grow their capabilities further.
- Identify potential and support our people to achieve.
- Support new staff through a comprehensive induction process that makes them feel part of a great organisation from the outset.

Strategically align individual performance & development plans

We want our people to grow and develop new skills and experiences which both support our business now and grow their potential for the future.

We will:

- Provide staff with the skills and knowledge to perform a full range of duties and take responsibility for their own self development

- Define a framework to recognise excellent performance and provide effective and constructive feedback, objective setting and establish a clear link between individual, team and organisational goals



Build leadership capability

Our business is only as strong as its weakest link. Leadership capability is key to success in a dynamic and changing environment.

We commit to:

- Identify and develop our future leaders for succession planning purposes
- Design development programmes to create agile leaders fit for the future
- Ensure our managers and leaders know their responsibilities in terms of people management and development and that they are suitably skilled to deliver this
- Promote and encourage coaching and mentoring
- Develop programmes to cultivate the behaviours and qualities we value as a business, including personal accountability, integrity, empathy, excellent communication and emotional intelligence.

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Inspire a culture of inclusivity, good health and wellbeing

We must look for ways to employ and empower a more diverse workforce – not just as a moral obligation, but also as a sound business strategy. We know that diversity significantly improves competitiveness, innovation and profitability.

We will:

- Provide an environment that promotes equality of opportunity and eliminates discrimination
- Ensure people feel comfortable being themselves and feel a sense of belonging in G&W
- Encourage and promote an environment of innovation, productivity and different ways of working
- Ensure our Core Values are embedded in the culture of the organisation
- Continue to implement and promote initiatives to improve wellbeing and health and safety and educate our managers on such topics.

Support cultural change and development

An organisation that does not change and develop gets left behind. Culture does not change because we desire to change, it changes when we as a business transform and lead by example.

We will:

- Develop a set of behavioural competencies which emulate our core values and define our leadership profile
- Improve the personal resilience of staff and managers through education and development.

- Encourage open mindedness, diverse perspectives and new ways of thinking without fear of retaliation.
- Optimise our workforce mix and skills profile to encourage diversity of thought and approach to meet future challenges.

Maximise staff engagement

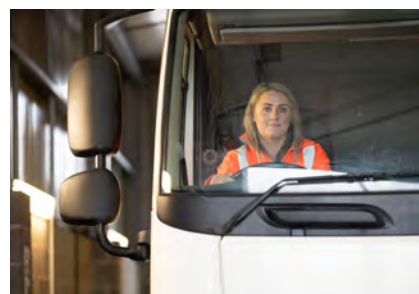
Engagement is not just a passing fad; it is essential to the business achieving its ultimate objectives. Those who are engaged make additional efforts to accomplish tasks to reach key milestones and objectives. We will:

- Share information openly and regularly where possible.
- Treat our workforce fairly and with respect.
- Ask our staff for their views and input and respect accordingly
- Empower and motivate all employees to solve problems at their own level without the need to escalate
- Ensure key messages are consistent and understood across all platforms and sites.
- Facilitate effective and efficient collaborative working across all platforms and sites.
- Encourage and actively sponsor continuous improvement projects.



Process and Budget

It is the organisation's commitment to support, wherever possible, those individuals who wish to undertake training and development activities to develop their skills, knowledge and expertise in order to promote the process of continual learning. To make the best use of the learning and development budget the aim is to balance the strategic priorities and programmes with the ad hoc requests for training courses. Any training will always be subject to budget availability and training will be prioritised according to the greatest business need. The development needs identified in performance reviews as part of objective setting conversations will be analysed for common themes. Where possible, we will identify shared solutions to these needs, or bespoke solutions for individuals assuming justification is valid, approved and the budget available



Analysis & planning of training needs

- Organisation – programmes that are organisation-wide and support the strategic objectives of the business (e.g. leadership and management development, safety, coaching)
- Team/department – programmes that are required for particular areas of the business (e.g. technical training)

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- Individual – personal development needs identified through conversations with managers and documented as part of annual/mid-year reviews
- Regulatory – training which we must do to be legally compliant, such as Code of Ethics, Anti-bribery and Corruption, Conflict of Interest and Cyber Security .

Evaluation

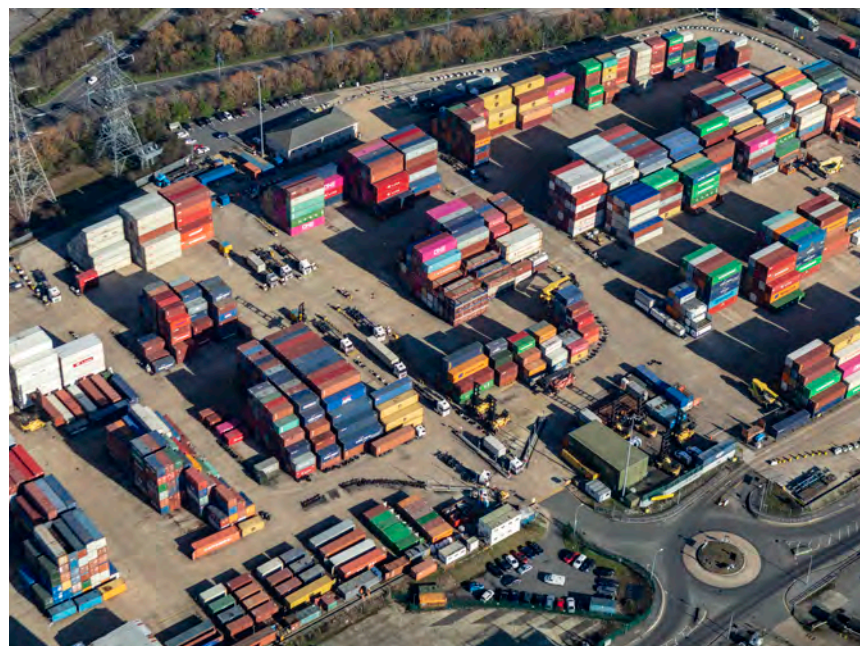
Our intention is to understand the positive impact on the business in terms of behaviour and applied learning. We will continue to undertake evaluations in the form of feedback forms and verbal reaction as this is the baseline for both us and our training providers to gain feedback on the course programme.

Apprenticeship & Graduate Programmes

Apprentices & Trainees are our future in an environment where we face an ever aging workforce. By developing key skills and knowledge in house we will effectively develop clear progression routes and ensure a robust succession plan.

The G&W commitment is to ensure it provides high quality opportunities at a range of levels which are appropriate to the needs of all of its employees and support corporate commitment to equality, diversity & inclusion.

More apprentice standards are undergoing development and will be published as they are developed and approved. This means there will be more availability of apprentice qualifications on offer to our workforce over time.







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