



BUREAU VERITAS

GROUP LEARNING, CAREER DEVELOPMENT & TALENT POLICY

Group HR 007-PO – Group Learning, Career Development & Talent Policy
July 2020

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GROUP LEARNING, CAREER DEVELOPMENT & TALENT POLICY

Introduction

We aim to deliver outstanding services to our clients – now and into the future, and to do this we need to build the capability of our people continuously. This commitment to on-going, relevant learning is achieved through our people having the opportunity to be exposed to different experiences and people on new projects and roles, as well as through participation in formal learning programs. Such growth opportunities enable our people to “Leave their Mark” on what they do and to have their careers flourish.

The Group also manages its pipeline of talent to ensure that there are robust pools of individuals being developed who will be ready to hold key positions at Bureau Veritas in the future – this is achieved through accelerating the development of our people, as well as acquiring external talent as needed. Our talent management strategy is based on the principle that anyone can be a talent and that we will prioritize investment in talent showing higher potential to contribute to the Group’s growth and success.

Scope

This policy applies to all employees of the Group with permanent roles, while employees under fixed term assignments might attend learning programs at their manager’s discretion. In addition, there are situations where compliance learning is required to be undertaken by all groups of employees and sub-contractors engaged through third party agents.

Responsibilities

All employees and managers are responsible to collaborate in their contribution to our continuous development culture. This contribution includes providing on-going constructive feedback to one another and ensuring appropriate exposure to the experiences, connections with others, and formal learning programs that enable our growth to accelerate.

We are all ultimately accountable for driving our own careers and seeking the opportunities that will propel our careers forwards. In addition, it is each manager’s responsibility to identify employee learning/development needs, coach their teams, and to seek varied opportunities that will build greater competence.

Our Human Resources function plays a key role to support and advise managers in developing their teams. In addition, Human Resources provides learning frameworks, solutions and processes, such as an online learning platform and system of record, and advice on learning/development needs assessments. It also oversees the design and implementation of Bureau Veritas’ talent strategy.

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Human Resources also monitors our learning and development activity through several operational KPIs. In addition, our people have the opportunity to evaluate their learning experiences, and these evaluations are used to improve continuously the learning solutions that are provided to them.

Key Frameworks, Solutions and Processes

The Group’s HR Strategy, summarized in the HR compass below, provides a model to focus our efforts to develop our people using the compass’s “GROW” section.



The key frameworks, solutions and processes in place to support the “Learning”, “Leadership Development”, “Talent Pipeline” and “High Performance” priorities within “Grow” include:

Learning

Online learning is offered through the Group’s Learning Management System, “MyLearning”, a robust platform which enables searching for, assigning and reporting (both online and classroom) learning programs for all employees. Examples of online learning programs include:

- Compliance learning modules on subjects such as our Code of Ethics, Cardinal Safety Rules, Cyber Security, Driver Safety, Travel Security, the General Data Protection Regulation, and local country/region/office and policies and procedures – many of these also apply to subcontractors and consultants
- Onboarding for new recruits
- Technical and division-specific programs, designed and developed by our subject-matter experts in our operating divisions
- Personal effectiveness programs, such as communication and influencing skills

In some instances, our online learning is supplemented by classroom learning. An example is where our industry-leading subject-matter experts run programs for our people to share their areas of expertise.

Leadership Development

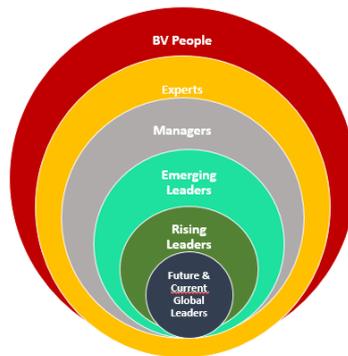
In addition to specific leadership development programs for each our talent pools (see below) that

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are provided at a Group level, Bureau Veritas offers leadership development programs through its operating divisions and local country operations. These programs build leadership competence that is defined through our “Leadership Expectations” which are mastered through our “12 Leadership Competencies”. Examples of these programs include business simulations, formal mentoring, and executive coaching, and complement the programs offered at a Group level.

Talent Pipeline

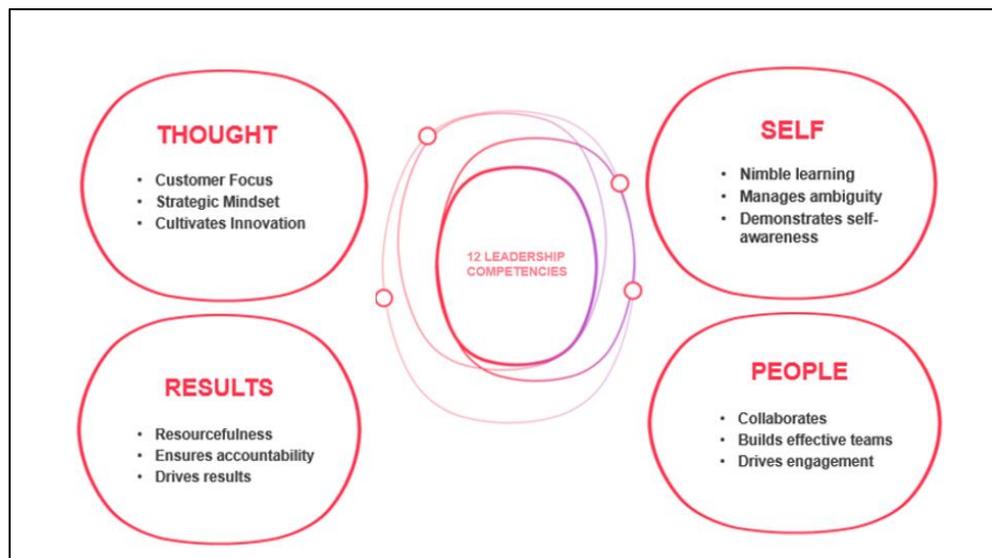
At Bureau Veritas, “Everyone can be a Talent” and, in order to accelerate the development of our talent and strengthen its pipeline, we have segmented our people into the following six talent pools: **BV People, Experts, Managers, Emerging Leaders, Rising Leaders, and Current & Future Global leaders:**



The Group has put in place measures to continually identify and evaluate the population for each of these six talent pools. Specific learning & development programs are also designed for each talent pool, based on their specific needs. In addition, programs for the managers’ and leaders’ talent pools are designed to meet individual and enterprise needs that are assessed using the Bureau Veritas:

- Leadership Expectations:
 - Lead through BV Absolutes & Values
 - Drive Vision & Purpose
 - Build Engage Teams
 - Grow people for today and tomorrow's Challenge/Success
- Transversal technical competencies, such as in sustainability and digital
- 12 Leadership Competencies:

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The programs for experts are managed at an operating division level and aim at acquiring & maintaining the relevant competence, certifications and qualifications needed for our experts to deliver services to our clients. An important element of this learning is accomplished through supervision & job-shadowing that validate the learner’s application of knowledge in the field. Regularly updated, these programs align with local and international regulations.

High Performance

Bureau Veritas has two core approaches to managing employee performance and development: MyPerformance@BV and MyDevelopment@BV, both of which are essential to progressing our people’s careers.

MyPerformance@BV provides a framework for optimizing employee and organizational performance by promoting and facilitating the following measures:

- setting individual objectives aligned with those of the Group and that encourage individual career development;
- reviewing and re-setting objectives as needed in order to remain agile to market conditions;
- evaluating performance through multiple sources of feedback;
- basing performance evaluations on (i) achieving objectives and (ii) how objectives were achieved relative to Bureau Veritas’ Values and Leadership Expectations; and
- giving and receiving constructive feedback.

MyDevelopment@BV provides guidance, processes and expectations on the development of the Group’s people. This includes the expectation that a competency and career development conversation is held at least once each year for every employee, along with a digital record of the development objectives agreed between managers and employees. The development objective(s) that are agreed are then used to inform the solutions, such as formal learning, employee experiences, etc.,

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that employees may undertake to accelerate their development. An important avenue for people development is internal mobility, which is facilitated and promoted at Bureau Veritas through:

- structured questions in the MyDevelopment@BV conversations, as well as specific fields to complete in the Group's HR information system on individuals' geographic and functional mobility preferences;
- sharing employee profiles as part of the Group's regular talent reviews;
- recruitment: virtually all job offers are firstly advertised internally; and
- internal communications: key appointments to new positions and promotions are announced by each operating division.