



Talent Mobility Guidelines

TALENTS MANAGEMENT



➤ A few words to start



The internal mobility guidelines are designed to encourage employee mobility within the company.

The document defines the principles, terms and conditions of internal mobility, as well as the rights and obligations of the parties involved.

The purpose of such guidelines is to provide a framework for the mobility strategy that enables employees to develop professionally, diversify their skills, adapt to the company's needs and boost their motivation.

The internal mobility guidelines are also a tool that helps retain, promote and develop talent within the company.

Internal mobility is an essential component of Newrest's talent management policy.

The document is also an educational tool to help all those involved in the internal mobility process.



➤ Why introduce Internal Mobility guidelines?

The challenges of internal mobility for Newrest

- **Meet the Group's skills requirements** while offering employees a wide range of mobility opportunities.
- **Help decompartmentalise** and share best practices between activities (inflight, catering, etc.), business lines, departments and structures.
- **Respond to the company's development and competitiveness challenges** by making the most of the skills available in-house.
- **Enhance the attractiveness of the Group** and **build employee loyalty**.

The challenges of internal mobility for employees

- **Allow career progression on employee**, manager or Group Talent management team initiative.
- **Apply** for a role regardless of your background.
- Make employees the **driving force behind their mobility**.
- **Increase mobility** as a means of **career development**.

Objectives of these guidelines



- **Support, encourage and enhance** professional development and career paths.
- **Define the rules and processes** for applying for an available role.
- **Highlight the different forms of mobility:** vertical, geographical and cross-functional.
- **Help managers** understand the procedures for their employees.
- Enable employees to **express their wishes for** professional and/or geographical **career development**.
- **Ensure compliance with tax, immigration and payroll laws**.



➤ Mobility **stakeholders**



The employee

As the driving force behind their mobility, the employee must:

1. **Maintain and develop their skills**, keep abreast of developments in their profession.
2. **Express their aspirations** during discussions with their manager.
3. **Find out about job vacancies**.
4. **Seize opportunities** offered to them by informing their line manager and/or their human resources manager when they apply for a position (in accordance with the rules defined in the guidelines).

The employee's current manager



As the first point of contact for employees, the manager must:

1. **Make it a priority to develop the skills** of their team in collaboration with the Human Resources department.
2. **Ensure that everyone has the training** they need to prepare for and support mobility.
3. **Listen to their employees** to detect any potential desire for mobility and know how to advise them.

The manager must encourage the mobility of their own teams, considering above all the interests of their employees and the company.



The Human Resources department

The Human Resources department must provide help and support to employees in their professional development.

Its role:

1. Publish all vacancies transparently using **the Digital Recruiter tool**.
2. **Inform** employees and managers of these **opportunities**.
3. **Propose training** / skills development plans.
4. **Ensure compliance with the rules** and coordination of the various players involved in mobility, i.e. guaranteeing the internal mobility process.
5. Anticipate changes in tomorrow's professions and skills requirements.

The future manager



The candidate's future manager has a duty of care throughout the mobility process.

Their role:

1. Express his needs in line with his challenges and those of the group.
2. **Inform all stakeholders** when he identifies potential internal candidates.
3. **Ask his line manager for authorisation** before contacting a candidate (country manager in the case of international mobility).
4. Have a **constructive and sincere attitude**, avoid value judgements throughout the recruitment process.
5. Benefit from employees who have already been trained in the Newrest DNA and tools and who can be deployed rapidly.
6. Guarantee a **high-quality induction process**.



➤ The rules of the game

? Who is mobility open to?

- ➔ Employees with permanent contracts, whatever their status.
- ➔ As part of a national or international mobility scheme.
- ➔ It concerns all roles in the following categories: management, operations, support, specialists.

For the conditions set out in these guidelines to apply, all immigration documents (e.g. work permit/visa/residence cards) required by the destination location, as advised by an immigration specialist appointed by the Newrest Group, must have been obtained in advance. The person on assignment cannot start work in the destination location until the required immigration authorisations have been obtained.

🔗 Categories

People on assignment who are covered by these guidelines fall into one of the following categories, depending on the duration of their assignment:

- ➔ **Person on rotational assignment** → Person on assignment who is required to make frequent and regular return journeys on a fixed schedule between their place of origin and their destination location;
- ➔ **Person on medium-term assignment** → Person whose assignment is expected to cover a maximum period of twenty-four (24) consecutive months
- ➔ **Person on long-term assignment** → Person whose assignment is expected to cover a period of three (3) to five (5) years.
A person on long-term assignment may be accompanied by dependants (where applicable).

Rules on confidentiality and transparency



When applying internally:
if the employee so wishes, confidentiality will prevail during the first discussion.

Then, in the interests of transparency and **after the first discussion**, the employee undertakes to inform his manager of his initiative.

Mobility rules are implemented in such a way as to:



- Avoid any discrimination and ensure equal treatment of employees.
- Establish a framework to encourage and facilitate internal mobility.

➤ Our commitments



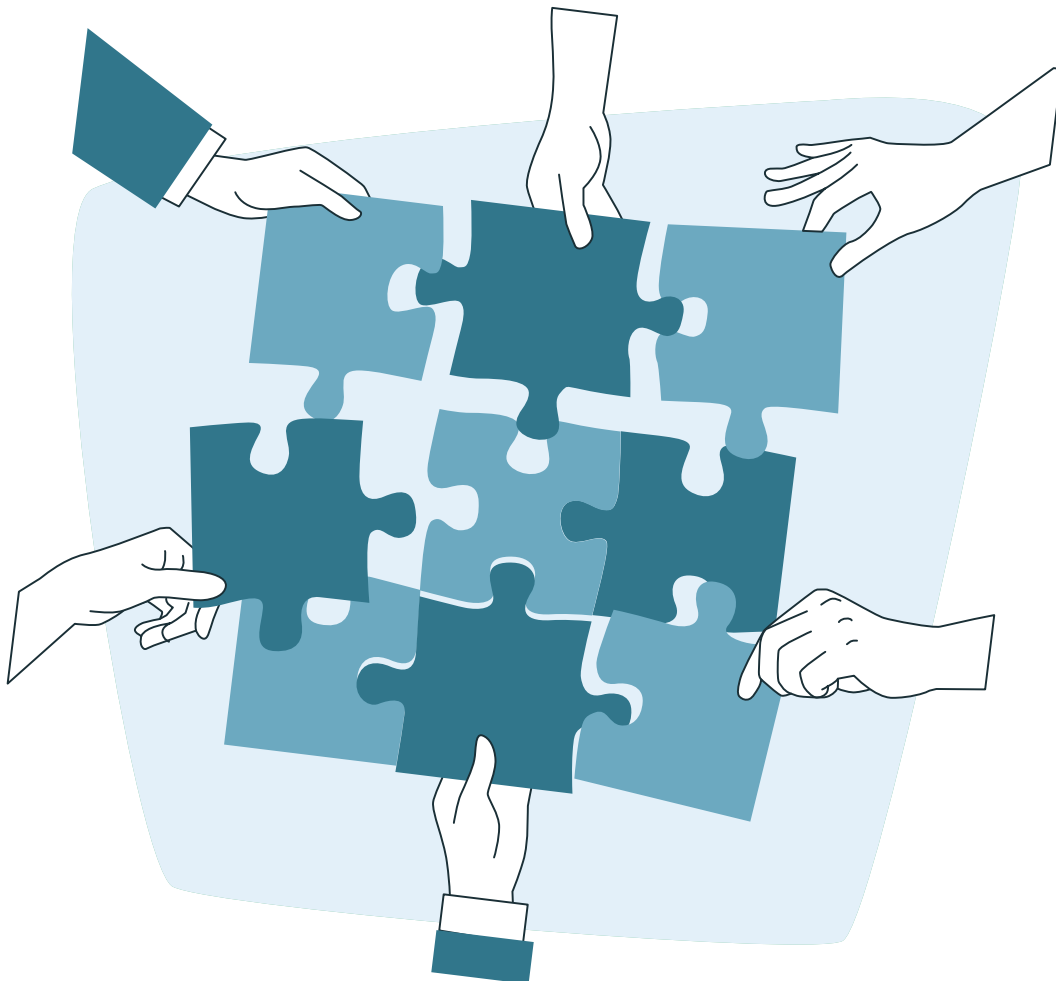
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Newrest wishes to make internal mobility a priority and is committed to:

Guarantee access to internal job offers to all employees.

Ensure equal consideration and treatment for all applicants, whether internal or external.

Give priority to recruiting internal candidates with equivalent profiles and skills.

In the event of refusal of a move requested by the employee, NEWREST undertakes to support the employee as much as possible in their career path.





➤ In practice: the key stages of mobility

1 Find out about available vacancies & apply

1. **Consult roles available** in the "Our internal job ads" section of the site:

<https://talents-mobility.newrest.eu>

2. Save a search to create an alert to **keep you informed of available** roles.
3. **Click "Apply"** and fill in the required fields.
4. **Attach your updated CV** and write the "additional note" to specify your short-term career development wishes.
5. Only **use this internal tool** to make your application visible to internal recruiters.

2 How can I track my application?

Once I have submitted my application, I will receive a message acknowledging receipt.

2 possibilities:

- I am contacted by the recruiter who tells me about how the process will continue.
- I have not been contacted. Don't be disappointed, other opportunities are available.

My career development wishes are saved and I am identified as being open to mobility.

3 The mobility interview

Even internally, an interview should be scheduled to check that the employee's expectations and desires match the company's needs for the position concerned.

- Employees need to prepare for this interview in the same way as a normal interview, so that they can present their career plans effectively.
- The future manager or human resources manager must adapt their interview to the context of an internal recruitment.

As well as confirming skills (normally already known), the interview should help the employee plan for any new role, new environment, new team...



4 The hiring process

For an international mobility role, before a job offer is made, the Group Talent Support department must be informed immediately at the following address:

talent.support@newrest.eu

All the required steps will be described by the "talent support" department team, as well as the responsibilities of all the parties involved, particularly with regard to:

- the employment contract, ➤ the probationary and availability periods
- seniority, ➤ the transition period between the 2 roles

5 Support

It is the responsibility of the new subsidiary to organise the induction of the employee.

Support for the new position:

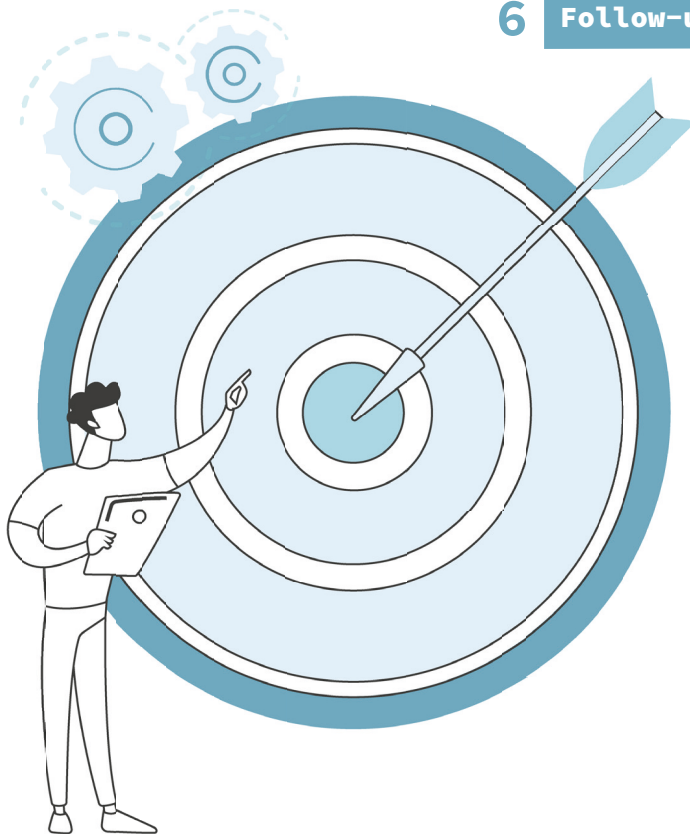
- a high-quality induction process must be provided.

Support for geographical mobility:

- all measures must be taken to facilitate the installation of our employee

- Moving home,
- Help with finding accommodation,
- Help with administrative formalities.

6 Follow-up after starting the new role



The mobility process is part of a continuous improvement approach.

As a result, the Group's **Talent Support** department remains at the disposal of employees to identify any breaches of these guidelines.

2 months after starting in the new role, the Talent Support department will contact the employee to review the progress on his installation and the new role



➤ The Newrest mobility scheme

