



Career Management & Learning & Development Commitment and Framework

Cube Transportation Europe Coöperatief U.A.

De Entree 33
1101 BH Amsterdam
The Netherlands

T +31 (0) 20 504 1660
F +31 (0) 20 504 2313
W www.tipeurope.com

KvK No: 71576614



Table of contents

1. Introduction	3
2. Scope	4
3. Commitments	5
4. Career Management.....	6
4.1 Performance Management Process	6
4.1.1. Goal Setting.....	6
4.1.2. Annual Appraisal	7
4.1.3. Competencies.....	7
4.1.4. Ratings	7
4.2. Opportunities	7
4.3. Career Planning.....	8
5. Learning and Development	9
5.1. Internal Learning Opportunities	9
5.2. External Learning Opportunities.....	9
6. Procedural	10
6.1. Primary Owner.....	10
6.2. Secondary Owner.....	10
6.3. Review	10
6.4. Revision History	10
6.5. Sub policies.....	10
6.6. Accessibility and Training.....	10



1. Introduction

A major contributor to the global trailer market, TIP Group supports the transition towards a more prosperous, sustainable, and resilient transport sector. It is our vision to be the trusted partner for our customers, delivering connected solutions and powering sustainable supply chains. This implies considering the environmental, social and governance impacts in every decision that is made. The success of TIP Group's business comes from the accomplishments and well-being of its employees. The goal is to build a workplace culture that fosters leaders and allows every person to thrive, contribute and grow.

TIP Group's greatest asset are its employees. We recognize that employees are most productive in an atmosphere of mutual trust, support, and respect. TIP Group is committed to protecting the inherent dignity and worth of each employee and their right to equal opportunity and treatment in the workplace.

Beyond legal compliance, we value the diversity of our people and employ a variety of nationalities, cultures, religious and ethnic backgrounds, which enriches our workforce by bringing new ideas, innovations and thinking styles that lead to business success.

We support our people's talent and offer an attractive working environment, while encouraging employees to take personal responsibility for their own career development.



2. Scope

This Framework applies to all TIP Group employees. Typically, employees take personal responsibility for managing their careers, seeking feedback, assessing their own strengths and weaknesses, and taking advantage of training available to them. Managers commit to hiring the best personnel for the job and ensuring that employees have the right skills, tools, and materials to be able to perform best at their jobs.

Managers communicate the company's strategic goals and performance measurement criteria, so employees know how their performance will be measured.

Works Council agreements or agreements in Collective Labour Agreements (CLA) always prevail this framework.



3. Commitments

To ensure sustainable training, development and performance management, TIP Group is committed to:

- Ensure that managers guide and coach employees to succeed in their current positions, experience and on-the-job training being the primary source of learning.
- Offer a comprehensive range of training activities and methodologies to support everyone's learning and growth through diversified and accessible development opportunities via the internal learning management system.
- Guarantee that challenging objectives are set and effectively evaluated throughout the year by both employee and line managers. This will allow managers to acknowledge high performance and reward employees accordingly while ensuring low performance is properly managed with integrity.
- Provide all employees with regular feedback on their performance and career aspirations through a tools and processes as well as through continuous feedback.
- Encourage each employee to express career objectives and expectations.
- Base promotions on sustained performance from a results and behaviour standpoint, as well as on future potential.
- Ensure sustainable conditions for a gender balanced and diverse company while removing barriers to career progression for women and men.



4. Career Management

Career Management is a life-long process of investing resources to accomplish your future career goals. The career management process embraces various concepts: Self-awareness, career development planning/career exploration, life-long learning, and networking.

Career management at TIP Group is concerned with the provision of opportunities for people to develop their abilities and their careers.

4.1 Performance Management Process

We believe TIP Group can only grow and perform well due to our people. We can only achieve this by inspiring our people through a strong performance management process and a culture of learning.

There are three essentials to our philosophy:

- Explain the strategy and agree on goals
- Support and help employees to achieve goals
- Provide feedback and give employees accountability

For each of these essentials we have robust processes in place.

- Beginning of the year:
 - We discuss the strategy and goals which are then submitted by the employees to their managers for approval.
- Throughout the year:
 - There are touch points with manager to discuss training aspirations and needs to achieve the goals.
- End of the year:
 - We have a comprehensive appraisal review of the performance against the goals, strengths & development needs and we discuss short and long-term aspirations and training needs.

4.1.1. Goal Setting

In clarifying and agreeing with employees what is expected, we are aligned to achieve the results we want to achieve. The setting of goals is the beginning of a comprehensive integrated process at the start of each year. Our overall goal categories are aligned with the business strategy and are cascaded throughout the organisation. The individual goals are agreed with the manager and submitted for approval within the categories set out globally.



4.1.2. Annual Appraisal

In holding our people accountable we follow our performance assessment process. Employees undertake a self-assessment against achievement of goals, their strengths and development needs and provide ongoing insight into their career aspirations. The manager reflects on the employee's performance following the submitted self-assessment. The annual appraisal process is a Global wide process and is completed once a year.

4.1.3. Competencies

Competencies are observable abilities, skills, knowledge, and behaviours, needed for successful job performance. Our competencies provide a roadmap of what is needed for various roles and responsibilities within the company.

The list of competencies is available in our HR Information System in different languages and includes a general description of each competency.

The competencies are important because:

- They reinforce key behaviours we value and drive our corporate values.
- The competencies are very clear and concise, and they set clear expectations.
- They are used to define job requirements and to assess candidates, performance, and personal development.
- Competencies can be used to assess "HOW" someone is performing in their job.

4.1.4. Ratings

Employee ratings are set at the end of the year during the annual review. Each employee is assessed against expected deliverables & competencies:

- Performance is measured based on What the employee did, in comparison to their goals.
- Competencies measure How the employee accomplished goals providing a reflection on strengths and development needs.

4.2. Opportunities

All open vacancies are posted on our career site internally and depending on the vacancy also externally. If a vacancy is not posted this needs CHRO approval. TIP Group is an equal opportunity employer and values diversity in its workforce, encouraging applications from all qualified individuals.



4.3. Career Planning

In TIP Group we have a job house or career framework which employees can use to review and plan the career routes they can take to advance their careers within TIP Group.

The TIP Group Career Development Booklets are available to all employees and demonstrate examples of career paths. All open positions are posted in the careers section in our HRIS system Workday and available for all TIP Group employees.

Each employee's career development plan is personal and should be created and owned by the individual with support from their manager.

The development plan is about developing the employee to become more successful at what they do presently but can also be about looking at their next step - or even a combination of both. The key is that the employee takes ownership to drive their own success.



5. Learning and Development

Our Learning culture provides a wide range of programs including but not limited to:

- Classroom & online training courses - to develop skills and competences.
- Mandatory Compliance, Environmental Health & Safety (EHS), IT and data protection training to comply with applicable laws and regulations.
- Technical training on a need basis - to ensure compliance and high standard service delivery.
- Functional training - peer/on-the-job training provided by a colleague who is an expert in a certain area.
- Apprentice and Intern programs - this is our pipeline for young talent.

5.1. Internal Learning Opportunities

The company offers a comprehensive library of online courses in our Online Learning Platform. Our training catalogue contains 200+ world-class training courses developed by subject matter experts, colleagues, suppliers, and other training providers. The online learning catalogue is constantly updated with new courses to improve knowledge, stay up to date with products/processes/market requirements and increase adoption of new technologies.

5.2. External Learning Opportunities

During the regular touchpoint between the employee and the manager, employees can request or are encouraged to discuss their training aspirations. We offer various forms of development including classroom, online, or blended training, according to each individual's needs.

We support the continuous development of our employees, so we encourage them to express their training aspirations to their manager or HR department. The external training nomination process is subject to an approval process.



6. Procedural

6.1. Primary Owner

The Chief Human Resources Officer is the Primary Owner of the Career Management & Training Framework. Any questions/concerns regarding the interpretation of this document may be directed to the Chief Human Resources Officer.

6.2. Secondary Owner

The Talent Development Director is the Secondary Owner of the Career Management & Training Framework.

6.3. Review

The Primary and Secondary owners are responsible for reviewing this Framework on a need case scenario.

6.4. Revision History

Version	Date	Changes
1.0	June 2022	Creating Career Management & Training Framework

6.5. Sub policies

The Primary and Secondary Owners may issue sub policies to address local requirements or approve Sub policies to further the goals of this Framework. Sub policies will be approved in writing by the primary and secondary owners. Sub policies may clarify or expand this Framework but may not contravene this Framework unless required by local law.

6.6. Accessibility and Training

The Career Management & Training Framework shall be made available by the HR Department upon request.