

EMPLOYEE DEVELOPMENT

Human Resources Management Division

1. PURPOSE AND APPLICATION

1.1 Purpose

This Operating Guideline provides a development framework and supporting procedures that offer a wide range of learning and development tools and opportunities for Sun Life Grepa Financial Inc. (SLGFI) employees.

2. OPERATING GUIDELINE

- 2.1 Sun Life Grepa Financial, Inc (SLGFI) provides learning and development opportunities by establishing a development infrastructure that is intended to:
 - 2.1.1 Prioritize development offerings and investments to ensure alignment with the SLGFI's strategic direction and business goals
 - 2.1.2 Differentiate development investment based on eligibility, business requirement and budget implications
 - 2.1.3 Establish sustainable education assistance agreements between SLGFI and the employee
 - 2.1.4 Offer a 3E Development approach: Education, Experience and Exposure that creates a flexible learning environment that incorporates both formal learning (classroom-based programs) with informal learning (coaching/feedback and actual experience)
 - 2.1.5 Collaborate across SLGFI Channels/Divisions to enable synergies and provide a consistent, predictable employee development experience.
 - 2.1.6 Encourage employees to be self-directed and to continuously develop and evolve their skills and knowledge to meet changing business needs.
 - 2.1.7 Measure the effectiveness of our learning and development approach
- 2.2 SLGFI Talent development framework is grounded on these key principles:
 - 2.2.1 Personalized and purposeful learning environment:
 - 2.2.1.1 Use of 3E Development Approach – Education, Exposure and Experience
 - 2.2.1.2 Training and development initiatives support identified organization development needs
- 2.3 Prioritization of development investment:
 - 2.3.1 SLGFI will differentiate investment decisions based on employee development needs, performance, potential and the organization's needs and priorities.
 - 2.3.2 Managers to prioritize and allocate development spending across the development framework to appropriately develop employees' capabilities that are most vital to business goals and performance.
 - 2.3.3 Consistent and relevant employee development experience:

- 2.3.3.1 Leverage what's available within the organization
- 2.3.3.2 Promote the growth of a culture of learning
 - 2.3.3.2.1 Self-driven Development - All talents can grow and should take ownership of his own development.
 - 2.3.3.2.2 Development is a shared responsibility between talent and manager.
 - 2.3.3.2.3 Our talents have opportunities to move to roles across the different channels where they can maximize their full potential.

3. 360-DEGREE FEEDBACK

- 3.1 To support the competency development of its leaders, SLGFI employs 360-degree feedback for People Leaders to help identify competency gaps.
- 3.2 360-degree is a feedback methodology and tool that provides each talent the opportunity to receive feedback from his managers, subordinates, and peers. It provides insight into the developmental needs of the talent.

4. INDIVIDUAL DEVELOPMENT PLAN (IDP)

- 4.1 Individual Development Plan (IDP) should be owned by the employee and supported by the Line Manager.
 - 4.1.1 Employee – takes ownership in planning development actions
 - 4.1.2 Line Manager – reviews, approves, commits to and supports the development plan of the employee
 - 4.1.3 Human Resources - provides training, support and guidance on resources available
- 4.2 IDP should be directly supporting the development needs of the employee as identified from
 - 4.2.1 Job performance
 - 4.2.2 360-degree Feedback
 - 4.2.3 Career discussions
 - 4.2.4 Feedback from peers, previous managers, project partners, dotted-line managers
 - 4.2.5 Other assessment reports that the Company may implement
- 4.3 SLGFI highly values continuous learning. All employees are required to set development plans for the year. Likewise, People Managers are required to set people development goals to support his team's development.
- 4.4 IDP should be defined, reviewed and recorded following the same timeline and frequency of the performance management system.

5. ACCOUNTABILITIES

- 5.1 The Talent Management and Organizational Development (TMOD) Department is expected to:
 - 5.1.1 Oversee employee development related to core and leadership competencies including philosophy, principles, priorities, and development investment levels
 - 5.1.2 Provide tools, infrastructure and resources
 - 5.1.3 Develop programs to support the development of common core and leadership competencies
 - 5.1.4 Develop solutions to address common employee development needs
 - 5.1.5 Monitor program conduct as per released calendar

- 5.2** Line Managers are expected to:
 - 5.2.1** Have regular performance and career discussions with employees and provide support in their learning and development.
 - 5.2.2** Coach, provide feedback on performance, support people development, design and train based on their area of expertise.
 - 5.2.3** Provide opportunities, time, and encouragement for learning and development. (Note: Training needs to develop or upgrade functional/technical competencies shall be identified and provided by the Business Unit/Channel) Differentiate investment, business, and employee development needs, performance, and potential based upon an objective evaluation of employees' knowledge, skills and abilities

- 5.3** Employees are expected to:
 - 5.3.1** Be self-directed and take responsibility and initiative for their own learning aligned with business expectations and their career goals. This may mean investing personal time and, if necessary, money in their on-going development.
 - 5.3.2** Have regular development discussions with their managers, focusing on both current skill development and career aspirations
 - 5.3.3** Collaborate with their manager regarding learning and development opportunities and plans
 - 5.3.4** Adapt and diversify their skills to keep pace with business changes and requirements