



Graduate Guidelines

# LOGISTICS GRADUATE PROGRAMME

GRADUATES | XPO Logistics

## WHAT DOES THIS PACK COVER

This pack aims to equip all new Logistics Graduates, with the relevant information for a successful induction and structured two-year programme. By having a better understanding of the full Logistics Programme and the different components, this will enable you to be fully prepared and make the most of each placement.

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## WHAT IS THE GRADUATE PROGRAMME

Each year, we recruit talented graduates, like you, to join us on our two year programme. During the two years on programme, you'll get the opportunity to develop your skills and knowledge through three, eight month placements across our business, giving you business wide experience and exposure to all things transport and warehousing. The key purpose of the programme is to harness and develop exceptional talent into future managers.

As a company who strives for excellence in all that we do, we demand a lot from our people, and in return, we provide opportunities for continuous development and career progression.

Our Graduates need to be ambitious, driven and ready to immerse themselves in the wider business and get things done with pace. We also need Graduates with self-confidence and maturity, who bring a positive attitude and logical mindset to the XPO Graduate Programme.

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The Logistics Graduate Programme is a way for you to:

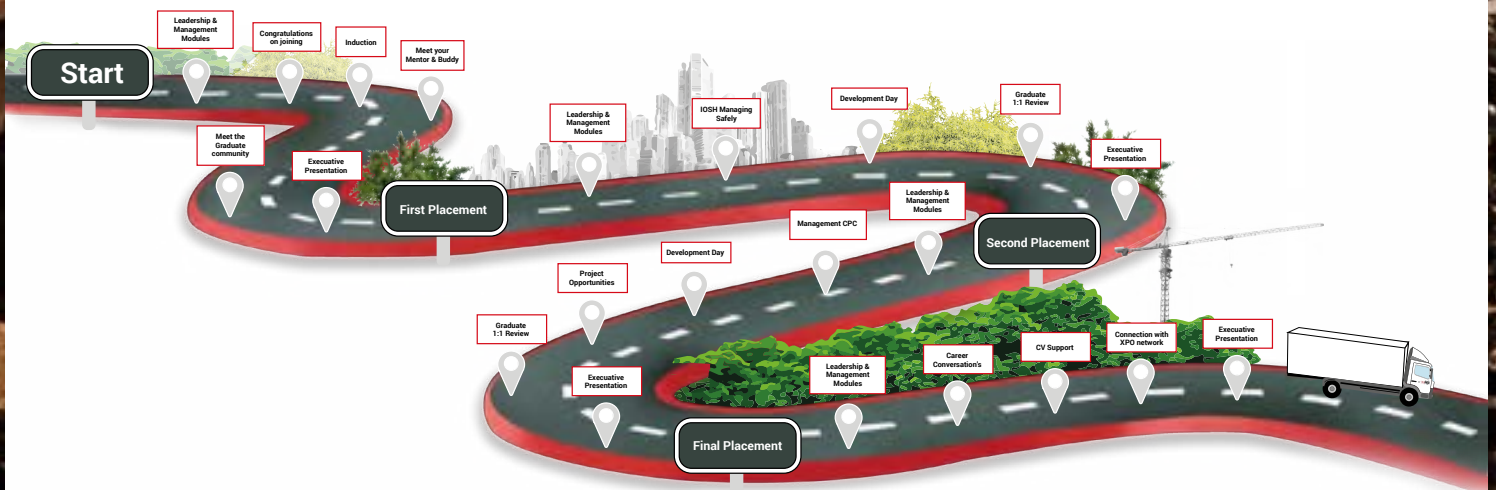
- Experience diverse roles and responsibilities to help you find your best fit
- Gain two years of valuable experience whilst making a difference
- Demonstrate potential as a manager, with the support of your team and mentor
- Build your network and create opportunities
- Take initiative and contribute to ideas, helping to boost your future success
- Continually review progress, development goals and future plans
- Take the first stepping stone into an exciting and diverse career, starting in middle management and then onwards!

## PROGRAMME ROADMAP

From joining the business, you will have some key milestones throughout the programme. With a Development Day at each rotation, this provides you with the perfect opportunity to focus on building key skills and behaviours to take back into your placements.

Alongside the two year programme, we also fund you to complete your Management CPC qualification and IOSH qualifications. In conjunction with your safety qualifications, you'll learn from the best in our business about Leadership and Management, undertaking specific modules about what it takes to be a great leader at XPO.

During the latter parts of the programme, you'll have the opportunity to present your Graduate experience to the Executive Team and we will support you with a career conversation and applying for roles across the business. This all aims to give you the best possible chance of securing a final role at XPO.







## STRUCTURE OF THE PROGRAMME

### Year 1

The first year of the logistics graduate programme is aimed at gaining operational experience in both Transport and Warehousing.

Allocation of placements for each graduate is driven by individual development needs, which will be confirmed by the Training and Development Manager.

### Year 2

The second year of the graduate programme focuses on your individual development goals. This might be:

Projects, support functions, secondments to customers, specific operational placements.

### Placement transfers

Placement transfers take place in January and September each year, with the placement plan being coordinated centrally by the Training and Development Manager.

Each placement will include a period of induction to provide the graduate with in-depth knowledge and understanding of the business unit, contract, site and customer that they are working within.

Placements are selected based on the graduates development needs, this is to ensure your readiness for middle management positions after the two year programme has finished.

### Placement start and end dates

At the beginning of your placements, you'll be finding new accommodation to live in for the next eight months.

To support this transition, we offer a two week hotel stay whilst you're finding somewhere to live. We'll agree with your placement site your start date and let you know about your induction onto site.

As your placements begin to come to an end, the Training and Development Manager will work with you to confirm your next placement, based on your personal development needs.



## PLACEMENT PREPARATION

Prior to placement changeovers, a number of activities will take place to ensure that you are ready for your next placement, and to maximise your performance from the start.

### Discussions

The Training and Development Manager will ensure you are given the following details for your new placements.

Discussions should then take place directly between you and your new Line Manager to prepare you for the placement, including:

- Experience from previous role or placement
- Particular area of interest/specialism
- Training needs
- Any personal circumstances

### Pre-visits

Pre-visits to the placement site are a great way to support your induction into the placement.

These will help you to settle into your role quickly and smoothly. If there is a current Graduate on site, they will also be available to introduce you to the placement. All Graduates are responsible for managing this process themselves and in liaison with the relevant Line Managers. Cost of travel and accommodation (if necessary) will be paid by the current placement.

### Mentor

In addition to being appointed a buddy, you will be allocated a mentor from across the business.

All mentors are senior leaders who will provide you with ongoing support from day 1 and beyond completion of the programme. Mentors will help you to settle in, widen your networks, further develop your skills and consider career options. This relationship should be driven by the Mentor in the first instance, but maintained by the Graduate moving forward.

### Buddy System

The Training and Development Manager will appoint a buddy for when you start at XPO.

The buddy will be an existing Graduate and once allocated, they will remain a source of support throughout the two-year programme. A buddy is responsible for supporting you throughout, to make it as easy as possible for you to settle in to life at XPO and at each placement.

# WHAT TO EXPECT FROM YOUR PLACEMENT

## Placement handover

When allocated a new placement, the Training and Development Manager will put you in contact with the current Graduate for handover purposes.

This will enable you to hear about the role in a bit more detail, gain advice and ask any burning questions prior to starting. You might just want help on where to live or who to talk to, as a starting point!

## Placement begins

Day 1 has arrived! Each site is responsible for preparing an induction pack for the incoming Graduate, with a minimum of the following:

### Site tour

Opportunity to see the full extent of the site, highlighting any key areas that you will be working in, as well as hearing about the site history, rules and key statistics.

### Shift patterns

Confirmation of your shift patterns whilst on site.

### Induction training

If they have an on-site induction, you will be booked on to this as soon as possible. If not, we advise for an induction to be planned in line with site policy.

### Meeting the team

It's very important that you are made to feel part of the team from day 1, getting to meet all of the team and hear about their roles. If there are specific colleagues that you will be working directly with, you may have 1:2:1 introductory sessions arranged.

### Email and computer logins

These will be provided by the Training and Development Manager. The site are responsible for taking you through the setup process to ensure you can access everything you need for the placement.

### Systems access

If there are any specific systems on site that you need access to, details will be provided by the placement site as this will not be covered by the Central Team.

## Setting objectives

During the first week, your new Placement Line Manager will arrange an initial meeting with you to set your objectives for the duration of the placement.

We advise setting anything between 3 and 5 objectives, that are agreed together at the meeting. If a meeting hasn't been arranged within the first two weeks, please raise this with your Placement Line Manager to get this booked in ASAP.

All objectives need to be recorded on the Graduate Performance Appraisal document, which will be used throughout the placement. This will form the basis of your development whilst on placement, providing an opportunity to continually review progress in line with your objectives.



# LEARNING & DEVELOPMENT ACTIVITIES

## Central Learning and Development

A number of centrally-delivered learning initiatives will be provided for all Graduates during the two-year programme. The programmes aim to give Graduates an overview of different areas of the business and the industry in which we are operating. Currently, we cover the following:

### Induction

- Introduction to XPO Logistics
- Overview of the XPO Graduate Programme
- Expectations of an XPO Graduate
- Mentor meetings
- Ex-Graduate presentation and FAQ

### Leadership development

- Leadership and Management modules
- International Certificate in Professional Competency (CPC) (8 days)
- IOSH Managing Safely (5 days)

### Technical

- Fork Lift Training (and/or any other appropriate MHE)
- SHARP/PARAGON systems training (Transport specific)
- Additional training as appropriate to the placement

We review the learning and development offering each year to ensure continued fit with the business needs and the development needs of the Graduate Trainees. Details of the development programmes will be provided centrally by the Training and Development Manager.

## Local Learning and Development

In addition to the core learning programmes, you will have other training and development needs that need to be met by the placement site.

Regular discussions between you and your Placement Line Manager should identify any specific requirements, which should be discussed with the local HR contact/ Training and Development Manager to identify appropriate solutions.

Remember that training and development can take place in the workplace through coaching and job shadowing - it doesn't have to be a workshop! All functional skills training needed to fulfil the role needs to be provided locally.

## XPO University

XPO University is our Learning Management System which allows us to offer more blended learning solutions to support our colleagues with their personal development needs.

With a number of resources available at your fingertips, you can search for courses such as CPC and IOSH, along with additional learning in a multitude of areas. This will then allow you to request and book on to available course dates.



# PERSONAL DEVELOPMENT

## Progress Reviews

Throughout the placement, we ask all Placement Line Managers to plan in monthly reviews with their Graduate. This provides the perfect opportunity to catch up and have some 1:2:1 time away from the day-to-day role. During these meetings, you can expect the following:

### Check-in on how you're feeling

Are you settling in OK? Getting to know how you're feeling will allow us to pinpoint any immediate wellbeing concerns.

### Review objectives

This will be the bulk of the meeting, reviewing your progress so far in line with your objectives. This will include both your feedback and reflections, as well as your Placement Line Manager's. If objectives need to be amended, this is the right time to consider doing so.

### Celebrate successes

This is a great time to celebrate any successes, no matter how big or small! Sometimes you may not know how you are performing or the impact of your actions, so we ask Placement Line Manager's to recognise your progress.

### Highlight concerns

You or your Placement Line Manager may have some niggles that need raising, whether that's workload, performance or general observations. This will be in a safe environment for you to raise any concerns.

### Highlight development needs

During the meeting, you both may decide that there are some further development gaps that need plugging. Depending on the development required, this can be actioned on site or with support from the Learning and Development Team.

## Ongoing Feedback

There will be plenty of occasions during the placement, for you to receive and provide feedback. We ask all Line Managers to remember how powerful feedback can be, when delivered correctly. If they observe great behaviours or poor timekeeping, we ask them to feed this back to you in a timely manner.

If you want to receive further feedback, try asking your Placement Line Manager the following questions:

### What should I continue doing?

Things you're doing well already, with a positive impact.

### What should I consider doing?

Things that you could do differently to get a better reaction or result.

## Placement concludes

At the end of the placement, you are required to complete a final review with your Placement Line Manager.

### This will include:

- Review of objectives  
Have they been met or exceeded?
- Overall performance  
How have you performed well?
- Performance rating  
How would they rate your performance?
- Evaluation  
How would you evaluate the placement?
- Feedback  
Is there any feedback that you wish to provide?

All final review forms are to be sent back to the Training and Development Manager.



## SUPPORT & AVAILABLE RESOURCES

### Training & Development Manager

Throughout the programme, all Graduates will report to the Training and Development Manager.

They will be on-hand to support with any queries or questions that you may have during the two-year programme. If you have any concerns, you must raise these with the Training and Development Manager in the first instance.

#### Sabrina Higgins

Training & Development Manager  
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### Central Learning and Development Team

There will be times when you will need to book on to some training courses, as part of the programme.

The Central Learning and Development Team are available to support with information and bookings, in relation to any skills or operational training.

Once you and your Placement Line Manager have decided which training dates you are going to attend, you can book on to your courses through XPO University. You will also have the ability to cancel or rearrange any dates yourself through the system.



# FREQUENTLY ASKED QUESTIONS

## How much annual leave do I have to take?

Graduates receive 25 days annual leave plus Bank Holidays, which is to be spread evenly across placements. Graduates will need to manage their annual leave per placement and inform the Training and Development Manager of any days booked. If holiday bans are in place on site, these must be adhered to.

## What happens if I work a Bank Holiday?

If a Graduate works a Bank Holiday, they will then be owed a day in lieu which needs recording and communicating to the Training and Development Manager.

## Do we pay overtime?

We do not pay overtime as part of the Graduate Programme. If a site decides to reimburse a Graduate for additional hours, this will need to be in the form of lieu hours. This will need managing on site, in line with operational or departmental requirements.

## What happens if I am absent from work?

If a Graduate is absent from work for any reason, this needs recording with the relevant HR contact on site and the Training and Development Manager.

## Will I be provided with equipment?

If there is a requirement for anything additional such as laptops, phones and company cars, this will need managing locally at site/within the department.

## Who organises accommodation?

The placement site is responsible for identifying and paying for suitable bed and breakfast/hotel accommodation for the first two weeks of the placement.

Appropriate support should be offered to enable Graduates to find suitable longer term accommodation - in some instances, a Graduate may have proactively made arrangements before the placement commences. If any extensions are required for hotel bookings, this will need approving locally.

## Am I entitled to claim expenses?

Yes, all Graduates will be able to claim business expenses that are incurred as part of the Graduate Programme. This will include any travel costs (fuel, train tickets, taxi fares) in relation to centrally arranged training programmes, placement pre-visits and attending business meetings. Please ensure you have read through the Business Expenses Policy before making a claim.

## How do I claim expenses?

All business expenses need to be submitted using the most up-to-date Expenses Form which can be located through myXPO > Money drop-down. You will need to ensure your Global ID number (8 digits) is used on the front sheet and all relevant fields are completed fully, with original receipts attached. Please ensure the forms are signed and dated before sending to the Training and Development Manager to be approved.

Prior to submitting expenses, you will need to complete the Expenses Bank Details Form to ensure payments can be processed.

## What should I do if I have any concerns?

If you have any immediate concerns regarding your wellbeing or the programme, these should be raised to your HR contact and the Training and Development Manager. We have a Wellbeing Policy which can be found on myXPO, detailing all of the support options available.

We recognise for some that this could be the first time moving away from home, so it may take a little while to settle in and feel confident.

## How often should my performance be monitored?

You will have monthly 1-2-1's with your Placement Line Manager which will include a review of your objectives and performance. If there are any areas for development, these can be raised and actioned accordingly. We also suggest updating the Training and Development Manager every other month, to keep them updated.

## What happens if I am underperforming?

If a Graduate is consistently underperforming throughout their placement, this will need addressing with HR and the Training and Development Manager. You will then be taken through a performance improvement process to get your performance back on track.

## How much time will I spend out of the placement?

With your Management Training, IOSH and CPC qualifications, you can expect to spend approximately 1 day a week out of your placement attending training. We ask all Graduates to make sure that your Placement Line Managers are made aware of any upcoming training dates upon starting your placement!

## Who do I provide feedback to about the programme?

Please direct any feedback about the programme directly to the Training and Development Manager. Whether this is about the placement, training or general observations, it's all welcomed!

## What happens if my personal circumstances change?


We recognise that there may be times when personal situations may change which could affect your Graduate Programme. If this is the case, please ensure you contact the Training and Development Manager in the first instance to discuss things further!


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