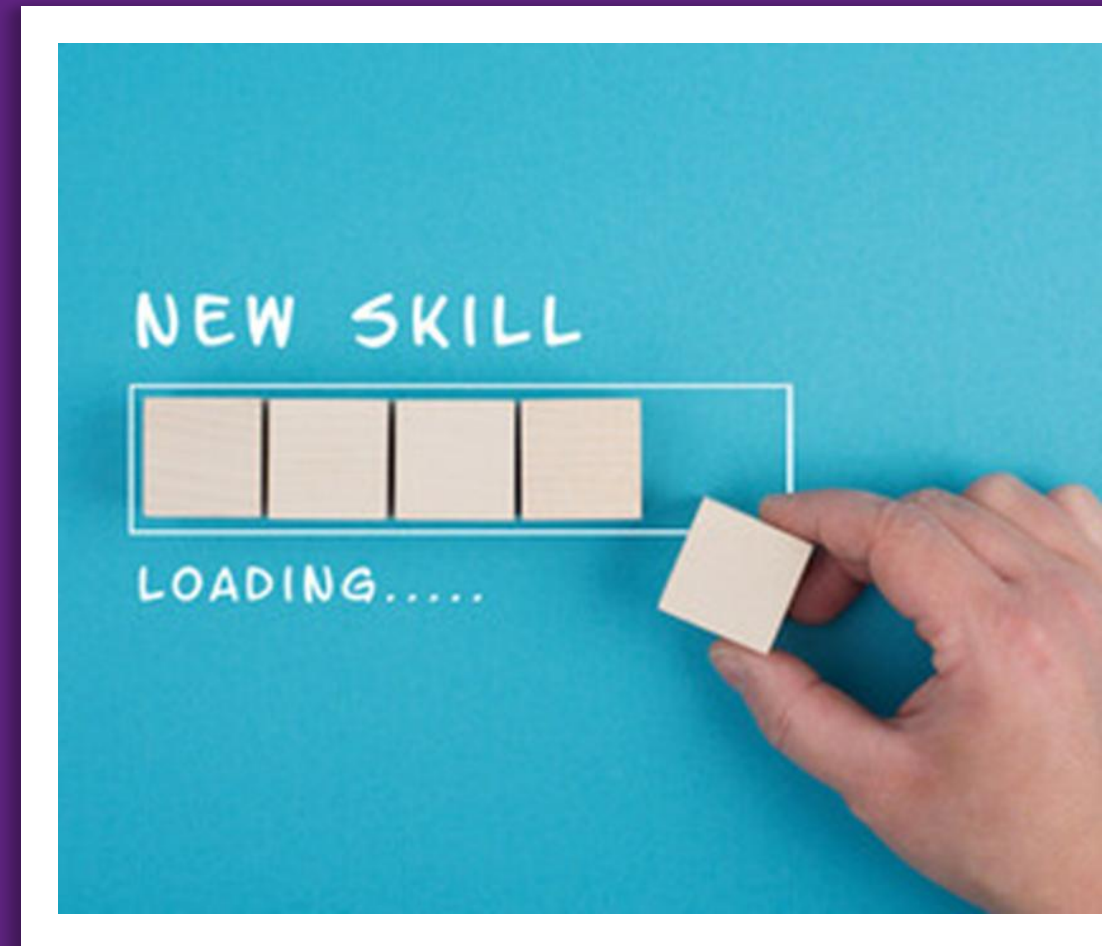


Disruptive **HR**

Leading in a
disrupted world





Leading people is tough!

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

ADULT

Adult to adult



1. Starting from a position of trust
2. Managers are encouraged to use their judgement
3. Employees own and drive their performance, careers, learning etc

Starting from a position of trust



“Own the way you work”



No tracking



Look the part & put the money in the till



“Use good judgement”

Just because someone made a mistake years ago doesn't mean we need a policy or rule.

WE DON'T PENALIZE THE MANY FOR THE MISTAKES OF THE FEW.

We only protect against big stuff.



Social media policy.

Sick day policy.

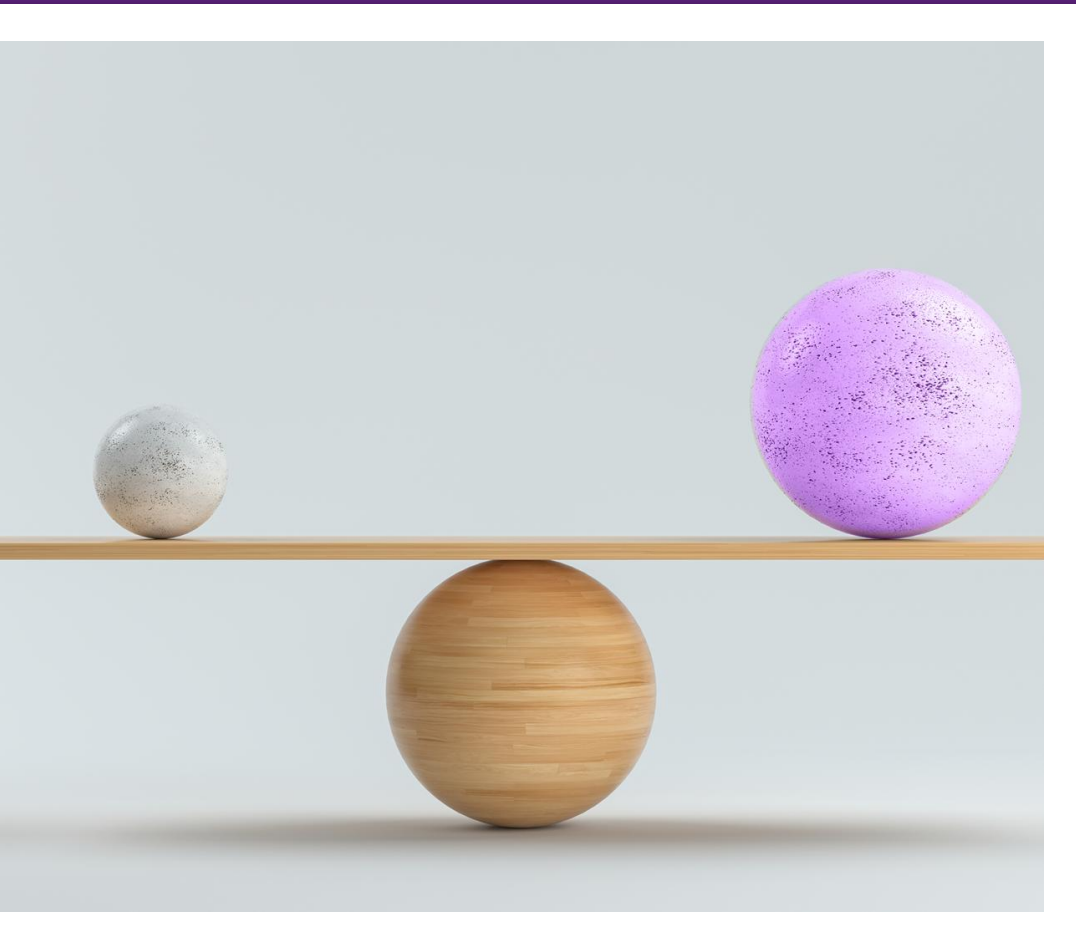
Buy your team lunch policy.

End work early because you forgot it was your turn to take your daughter to soccer practice... policy.

Our policy on all of these (and most other) things:

USE GOOD JUDGMENT.





**Fairness and consistency
are not the same things ...**

Sometimes a policy doesn't reflect who you want to be

In the event of the death or funeral of a relative, civil partner or close friend, you may be granted appropriate time off work and payment at the discretion of a Director after careful and sympathetic consideration has been given to the circumstances surrounding the bereavement. Employees will be entitled to 3 days paid compassionate leave where a member of your immediate family dies, (i.e. mother, father, brother, sister, son, daughter, wife, husband, partner, civil partner). Additional days' unpaid leave, to a maximum of 10 days may be granted at the discretion of the respective line Director. Employees will be entitled to 1 day's unpaid compassionate leave where a member of your extended family dies (i.e. uncle, aunt, cousin, grandparents, in-laws). You should contact your line Manager as soon as possible if you need to make use of this provision.

Sometimes, we fall.

From time to time, there might be events occurring in our lives that make us tremble and fall. It could be the death of a loved one or signs of anxiety that can hit us when we least expect it. Not all things in life are under our control.

We've got your back. We will make sure you get the time and support you need.



Avoiding legal frameworks

“If things should go wrong

Experience tells us that the majority of problems can be solved with good communication and honesty without resorting to legal frameworks.

So, we always try to resolve problems informally.

We hope that we never have to go there, but we have some policies to protect you and us should things go wrong ([link to policies](#)).”



Coaching managers to have better conversations



"What feels like the right thing to do for this person and the team?"

"If you were in their shoes, how would you want to be treated?"

"Does this decision make sense for your team, the individual, and our overall business goals?"

"Could you talk to a peer who's faced similar situations and find out how they approached it?"

"If we took the policy away - what would common sense tell you to do?"



When they say "Just give me the rules!"

"I get why you want clear rules - it feels safer.

But people and situations are different, and when you flex and make fair, human decisions, you build more trust and engagement with your team.

We trust your judgement - you know your people better than any policy ever could.

You don't have to get it perfect - if you act with the right intent, we'll always back you.

And if you ever want to talk it through, we're here to help."

Employees owning and driving their performance and careers



Collect your own
feedback

RIVER ISLAND

Career development

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

CONSUMER

Consumer



**MOMENTS
THAT
MATTER**

1. Understand their needs and preferences
2. Ditch the one-size-fits-all approach and offer flexibility and choice where we can

A 'Consumer' led approach



Career motivation



Tailored onboarding



Recognition preferences

EACH

EMPLOYEES

ADULT CONSUMER HUMAN

HUMAN

Human

1. Starting with how people actually behave, feel and learn
2. Questioning whether our tools genuinely motivate or engage
3. Supporting great conversations over forms, checklists, or ratings



Human approaches



Onboarding



3 simple questions



'Talking Talent'



'Learning shots'

EACH
EMPLOYEES
ADULT CONSUMER HUMAN

Disruptive **HR**

Thank you!