

MENTORING PROGRAMME: GUIDELINES FOR MENTORS

INTRODUCTION

The aim of the BGC & Cantor Group Mentoring Programme is to help employees within our Firm make positive connections, expand their networks, and work towards personal goals.

Mentoring is a relationship between a mentor – someone who has experience in or knowledge of a certain area and wants to teach someone else about it, and a mentee – someone who is not as familiar with a certain topic or skill and wants to learn more about it.

This guide explains what you can expect as a **mentor** in the BGC & Cantor Group Mentoring Programme and what is expected of you. For additional guidance, or if you have questions not covered by this guide, please contact diversity_inclusion@cantor.com.

FAQS

WHAT IS MY ROLE AS A MENTOR?

As a mentor, your role is to provide high-level guidance relating to the mentee's goals based on your knowledge and experience, provide candid and constructive advice, and to discuss solutions that could put your mentee on the right path to reach his or her professional goals. You will not – nor are you expected to – have an answer to every question your mentee has, and not every experience, advantage or challenge you have had will apply to your mentee. However, if you don't have an answer or have the knowledge to address a specific issue, you can draw from your own professional network and refer your mentee to other professionals in the Firm who might be able to assist him or her. The Firm also provides excellent training resources through our Talent, Acquisition and Development Team – please email emea_learning&development@bgcgroup.com to find out more.

Please remember that while some mentee goals may be short term, others may be long-term. As a mentor in this Programme, you are not expected to see every goal the mentee has to the end. You ARE expected to be approachable, available, to listen to your mentee, encourage him or her, and help him or her to identify challenges and advantages in relation to accomplishing his or her goals.

HOW WAS I MATCHED TO MY MENTEE?

You have been matched with a mentee(s) based on career interests, and/or personal interests that you both included on your mentor/mentee registration form.

HOW OFTEN SHOULD I MEET WITH MY MENTEE(S)?

The frequency of your meetings with your mentee is completely up to you both to decide. However, to get the best results, we encourage mentors and mentees to meet either in person or via Microsoft Teams at least every 4-6 weeks. Of course, you are free to meet more often.

WHAT SHOULD I DISCUSS WITH MY MENTEE(S)?

The conversations you have with your mentee will be determined mostly by his or her interests, career goals, and questions. For your first meeting with your mentee, we recommend you do the following:

- Introduce yourself, including your background, career path, and role at the Firm, as well as your own personal interests.
- Explain your role as a mentor.
- Ask your mentee about his or her background, career path, and role at the Firm.
- Ask your mentee to explain, in his or her own words, what his or her top two personal/career goals or concerns are and what he or she hopes to achieve in your mentoring discussions.

After the introductory meeting with your mentee, the meetings and conversations can focus more on learning about your mentee's goals, sharing your own experiences and knowledge that are relevant to those goals, providing guidance, and (if practicable) discussing tips/action steps for the mentee.

TIP: When talking about your own career path or drawing from your experiences to help your mentee, make sure you can clearly articulate concrete examples and steps you took, or identify events or mentors in your life, that helped you achieve your career-related or personal goals and milestones.

ARE THERE SUBJECTS I SHOULD NOT DISCUSS WITH MY MENTEE?

Mentoring discussions may end up covering a wide range of subjects. While topics of discussion will, for the most part, be driven by the mentee, there are a few topics that are inappropriate for mentoring discussions. Some examples are as follows:

- **Compensation:** While pay as a general topic may come up and can be an important aspect of one's job and career progression, mentors should refrain from specifically referencing their own – and other colleagues' – compensation numbers. In general, questions about compensation should be directed either to one's manager or Human Resources.
- **Personal issues with colleagues:** An employee may not get along with all his or her colleagues. While you may strike up a very strong relationship with your mentee, keep the context of your discussions as professional as possible. Mentoring meetings are not the place for complaining about colleagues (especially by name). Mentors should lead by example and redirect any such complaints by a mentee to a more constructive conversation. However, if your mentee complains of any type of harassment, bullying or other ill-treatment, you should counsel your mentee to speak to his or her manager or the Human Resources department.

This list is not exhaustive. As a mentor you will need to use your best judgement, discretion, and skill to turn complaints into more productive discussions.

As you and your mentee become more comfortable with each other, it is possible that your conversations will become more personal. If your mentee brings up personal problems or issues unrelated to work or career that you are not comfortable discussing, do not feel qualified to address, or you believe may require help outside of the typical mentoring relationship, you can always refer

your mentee to the Firm's Employee Assistance Programme or Mental Health First Aiders in Human Resources.

AM I EXPECTED TO KEEP MY MENTORING MEETINGS COMPLETELY CONFIDENTIAL? WHAT IF THERE IS AN ISSUE I THINK NEEDS TO BE ESCALATED? AM I ALLOWED TO DO SO?

There should be a degree of mutual trust between mentors and mentees. The discussions you have with each other should be kept private, and you should exercise the utmost discretion, unless you are given permission to do otherwise by your mentee. **The exceptions are where there appears to be potential risk of serious harm to an individual or the Firm, illegal activity, criminal offence, failure to comply with legal or regulatory obligations, a miscarriage of justice, danger to health and safety, damage to the environment or other improper conduct.** In such cases, you should refer the issue to the Firm's designated Whistleblowing channels. For more information on this, email diversity_inclusion@cantor.com.

HOW LONG IS MY MENTORING RELATIONSHIP SUPPOSED TO LAST?

The Mentoring Programme is unstructured meaning there is no set duration for how long your mentoring relationship should last. The Programme Manager conducts check-ins and reviews of each match to see how the relationship is going.

If you find that your relationship with your mentee is not working (e.g., you have been unable to make a connection with your mentee, etc.), but you still wish to be in the Programme, please inform diversity_inclusion@cantor.com, as soon as possible.

We will make an effort to match you with a different mentee. When submitting a request to end a mentoring relationship, please provide the reason(s) why, so the Programme Manager can keep track of why mentoring relationships are ending prematurely. This information will be helpful in strengthening the Mentoring Programme.

HOW DO I GIVE FEEDBACK TO THE PROGRAMME MANAGER ON THE STATUS OF MY MENTORING RELATIONSHIP?

If you have questions or wish to give feedback or report an issue, please contact diversity_inclusion@cantor.com.

At the end of each year, the Programme Manager will send a survey to mentors and mentees so that you have a chance to formally evaluate the Mentoring Programme. The feedback you provide will help us to identify areas of improvement for the future. You will also be asked if you would like to continue having the same mentor, or if you would like another mentor assigned to you.