



## Learning & Development Policy

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### Scope

1. This document establishes the Learning & Development Policy for the Michael Lonsdale Group inclusive of ( Michael Lonsdale Ltd, Michael J Lonsdale Ltd, Michael Lonsdale (Electrical) Ltd and E7 Building Services Ltd) 'the Company' and 'Company' refer to the legal entities, Michael Lonsdale Group, their subsidiaries or group services. References in this policy to 'our people' are to all employees of the Michael Lonsdale Group. Where contractors or agency staff work on behalf of the Group, aspects of this policy may apply; particularly around Health and Safety requirements and standards.

### Purpose

2. The purpose of this policy is to ensure that all employees or those who represent Michael Lonsdale have the necessary skills, competencies and qualifications to deliver the services, projects, activities and compliance with industry Health & Safety requirements. Employees are also offered the opportunity to develop wider skills based on personal development and business need.
3. We are keen to support staff in pursuing their professional studies and CPD requirements and therefore we have a detailed Study Support Policy setting out the basis of this support and how to access it. We recognise that to maintain a committed and competent workforce, we will provide learning and development opportunities. The Company's Policy is to train and develop employees to enable them to fulfil their roles effectively and adhere to and comply with the Quality, Safety, Environment Management System (QSEMS).

### Principles

4. As a Michael Lonsdale Group employee, you can expect:
  - a. A Learning Needs Analysis being carried out both in terms of role requirements and what you need from a personal development perspective. The annual appraisal process will form part of this process.
  - b. On-going training to further enable you to perform your role to the required standard and maybe improve the standard.
  - c. Support, coaching, and guidance should you have issues with your role.
  - d. Clear objectives and expectations on how to carry out the role to the required standards.
  - e. A chance to improve your skills and knowledge to help you develop and progress within the Company.
  - f. Continuous improvement is a core part of this policy, ensuring that our employees do not become stagnant in their roles. Providing opportunities to develop and grow is a key factor of the policy.
  - g. Learning and Development is available to all workers and the Group is fully committed to



enabling access to its diverse workforce.

5. As an employee you will also comply with the Group's QSEMS requirements and the training programmes which will be identified for you, will be linked to this system focusing on:
  - a. Improving environmental awareness and performance in the company's control of our significant environmental impacts and hazards.
  - b. Improving awareness on current community environmental issues.
  - c. Meeting the requirements of the environmental policy.
  - d. Meeting the requirements of the health & safety policy.
  - e. Meeting the requirements of the Quality Policy Statement and Quality Manual.
  - f. Meeting the requirements of procedures and other documents developed within the QSEMS.
  - g. Ensuring that the QSEMS is implemented effectively.
  - h. Meeting the requirements of the Equality and Diversity Policy.
  - i. Meeting the requirements of the Modern Slavery and Human Trafficking Policy.
  - j. Meeting the requirements of the General Data Protection Regulations.
  
6. The Michael Lonsdale Group Limited Learning & Development Policy will be brought to the attention of its people through the induction process. This Policy does not form part of the contract of employment and may be amended by the Company from time to time. It should also be considered alongside the Quality, Safety, Environment Training Procedure.
  
7. The policy will be reviewed on a regular basis to ensure it is fit for purpose.

## Roles and Responsibilities

8. **Directors and Senior Managers** - Promoting a culture that ensures continuous learning and development is recognised as an imperative to meet the future demands of the business and that is forms part of business agendas.
  
9. **Project Managers** - Recognising the training requirements of the project and identifying development and training areas of the project teams enabling them to attend and take part in training and development activities.
  
10. **Individual Line Managers / Supervisors** – As part of the appraisal process, taking an active part in helping staff to identify their development needs and facilitating access to opportunities. Provide coaching on day to day tasks and responsibilities. They also have a role in evaluating with the employee the training received and its implementation into the ways of working.
  
11. **Individuals** - Taking responsibility for identifying areas where their work, skills and abilities might



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be improved and developed. Make use of informal and formal learning methods (e-learning, coaching, learning from peers), apply learning to day to day work and reflect on learning.

12. **HR & Training Coordinator** - Implementing the learning and development needs of the business, directing the process of conducting training and learning needs analysis, being responsive to feedback and requests for specific requirements and proactively seeking out learning and development requirements of the individual, teams and the business. Promote and monitor E-learning from the providers including the Sustainability Skills School, incorporate this into reports and training needs analysis. Providing evaluation tools to assess the training impact for individuals, teams and the business.

## Identifying Learning & Development needs

13. Your learning and developments needs are identified throughout your employment; during the Induction and Probation Period (3 & 6-month reviews) and formally through the annual appraisal process as well as informally throughout the year in discussions with your line Manager.
14. During the Appraisal process, you and your line Manager will agree a Personal Development Plan (PDP) which will include objectives, Key Performance Indicators (KPI's), and any proposed training requirements. A Training/Learning Needs Analysis (TNA) is then produced based on your role and skills and competency level. This will identify potential courses that are available for you to attend either in a formal setting or through the e-learning portal.
15. Your training record and competencies are recorded on the Training Matrix that is located on Michael Lonsdale's Quality Management System Sharepoint drive. This is regularly reviewed [by the HR & Training Coordinator] to ensure the employee has the relevant training and experience or that time limited certifications are still current.

## Evaluation of Staff Development

16. Learning from training will take place in a variety of ways, some will be immediate whilst other learning will take a little longer depending on the type and nature of the training. Managers should assess how effective staff development undertaken has been in improving job performance. This should take place at a post development de-briefing and more generally within the Appraisal process. Guidance can be provided by the HR/Training Co-ordinator. As part of their operational reviews those providing staff development to Michael Lonsdale should also review the quality, relevance and usefulness of their provision.

## Learning and Development Expectations and Activities

17. The following learning and development activities are what Michael Lonsdale deem to be **mandatory** and Managers should ensure all staff are made available to participate in these where appropriate:
  - a. **Company Induction** - Each new member of staff will have an induction which will include



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the Safety and Environmental Awareness Induction, information on the Group and their role and expectations, HR processes and procedures, site and health and safety processes and procedures. As part of this process and during your probation we will identify any training requirements.

- b. Health & Safety Training** - Michael Lonsdale is legally obliged to ensure new staff (including contractors and agency workers) are given the Health & Safety Training and briefing required for new or changed roles. You must complete this training and be familiar with your responsibilities when you move role or site location. This will be explained to you as part of your induction.
- c. Quality Management System** - you will be given an induction into the Group's Quality Management System, which includes all Company policies and procedures.
- d. E-learning platform** (from the Sustainability Skills School and other providers as required) - You will be given login details to our E-learning platform and made aware of any mandatory training which will include; GDPR, Anti-Bribery, Equality, Diversity and Inclusion and Unconscious Bias. If any other mandatory training is required for your role you will be advised. The mandatory training courses will need to be completed within your probation period. You will then have access to other modules that you can choose depending on your personal development plan.
- e. Project Specific** - The Project Management team will identify the required training and/or certification needed for their project and ensure that project staff have the necessary competency to carry out their duties or are given appropriate training to meet the requirements. There may also be tool-box talks which may be site specific for various issues and training needs.
- f. Management Development** - All staff appointed to a managerial role in Michael Lonsdale should attend training and development appropriate to that role i.e. leadership, carrying out appraisals, employee relations or unconscious bias training. This will be tailored to your personal requirements and development needs.
- g. Equality and Diversity** - All staff who take part in a selection or assessment should have attended Equality and Diversity recruitment training.

## Training Approval and Booking Process

- 18. All training (including mandatory) must be agreed and approved prior to attendance or completion via the e-learning portal. For all your training, you will be asked to complete a training booking form, discuss it with your manager who will then action the approval process. There is a central training budget which is managed by the Directors.
- 19. In all instances where class attendance is required, bookings must be made via the HR & Training Coordinator. This will include both mandatory and competency-based training.
- 20. Where recertification or refresher training is needed, you are required to be aware of these dates so that arrangements can be made to book you onto the relevant recertification course. The Training Co-ordinator will note these dates and remind you as part of their role



21. For anyone working via an agency, the relevant Agency alongside the individual will have responsibility for maintaining adequate certification as per Michael Lonsdale's Agency Mandatory Training Process.

## Sector Specific Mandatory Training

22. In addition to the Group mandatory training courses above, there will also be a requirement for some Group roles to obtain an Electrotechnical Certification Card (ECS) and Construction Skills Certification Scheme Card (CSCS). Lonsdale Rail staff will also be required to hold Sentinel cards, and Industry Common Induction's (ICI) for Network Rail (NR) and London Underground (LU), with the appropriate Drugs and Alcohol (D&A) screening 'pass' confirmation. Should an employee not possess these accreditations/licenses upon commencing employment, they will be placed on these courses during their probation period.
23. In addition, any staff working on rail projects, London Underground Entry Permits and Personal Track Safety licenses will be required. This type of training will be communicated to you on joining and you will be required to complete it within the agreed timelines or within your probation period.
24. Any sub-contractor or agency staff must be in possession of all rail specific requirements before commencing with Lonsdale rail and starting on any site. Any other Group mandatory training must be completed within the first week unless otherwise agreed.

## Additional Competency Training

25. For all project staff including contract/agency, Project Managers will be responsible for the approval of any further training over and above the mandatory requirements, which will be costed to their particular project. Examples of such training are the International Powered Access Federation (IPAF) and Prefabricated Access Suppliers' and Manufacturers Association (PASMA) or more general skills training e.g. presentation skills, communication skills, managing difficult situations.
26. Consideration must be given to the benefit to the project and business as well as the development of the Employee in line with their Personal Development Plan, where applicable.

## Study Support

27. As previously noted, the Group does have a Study Support policy which will provide financial support and time off to attend college or university. Studies may include studying for a professional qualification, masters or other time bound educational course. See this policy for the application and approval process.
28. In **summary**, the following steps must always be taken:



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- a. You will be responsible for completing the training that is on the e-learning portal.
  - b. A minimum of 2 weeks' notice is required to book in person training, where possible.
  - c. Completion of the Training Booking Form for all training.
  - d. Send an email to the HR & Training Coordinator (email address present on the booking form), attaching the completed booking form and an email authorisation from the relevant Line Manager.
  - e. The HR & Training Coordinator will confirm available dates for classroom-based course, to the individual and their Manager, with a request to reply to the email with the chosen date. Please note the date MUST be approved by the Manager.
  - f. Once the course is booked, the joining instructions (where relevant) will then be sent out to both the delegate and their Manager in an email. This email might include other project members with an interest in the booked training.
  - g. Last minute cancellations are unacceptable unless there are extenuating and exceptional circumstances. Any incurred cancellation costs will be assigned to the project or individual in addition to the original course costs.
29. The HR & Training Coordinator will collect any relevant feedback from the delegates if this is provided and discuss it with the Training Providers to action any issues raised. Positive feedback will also be provided. Evaluation of the training will also take place.

## Agency process for Learning & Development activities

30. The Agency has the overall responsibility for tracking and renewing the training for all Agency staff, however this does not preclude the need for Agency staff members to also be aware when their training runs out and communicate with the Agency.
31. The HR & Training Coordinator will help facilitate the relationship between sites and the Agency to exchange information from the Michael Lonsdale Training Matrix and the Agency Training Matrix.
32. Please refer to the Agency Mandatory Training Process for more information.

**This Policy will be reviewed at regular intervals and/or annually.**

**Name: Gary Herbert**

**For and on behalf of the MLG Board of Directors**

**Group Managing Director**

**Date: 31/10/2021**