

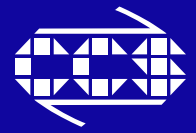
Our people are our most important asset. This drives CCS Group Limited and its subsidiaries, Cleshar, ITS and GPX, full commitment to training and professional development of all our employees, ensuring that we retain fully competent, diverse, and multi-skilled staff and managers throughout the group.

## **Our vision for the professional development of our employees is to:**

- Place our employees at the centre of all our training, professional development, and assessment activities in line with our corporate aspiration: 'Aspire to Achieve, Inspire to Grow'
- Create a diverse workforce with the appropriate skills and competences to meet the short and long-term requirements of the Group, our customers, and the industries we serve
- Allow our people to achieve their full potential and build long and sustainable careers in our working environments
- Open up training and development opportunities to all employees across every part of the Group
- Provide each employee with a range of options to plan his/her future development
- Employ and encourage young and disadvantaged people to participate in our training and development programmes

## **To achieve our vision, this policy sets the following objectives:**

- Ensure that our employees continuously improve their sector expertise, skills, and performance through:
  - Providing continued investment in the effective delivery of training, including IT infrastructure and resources, and increase the flexibility of our learning and skills programmes
  - Participation in regular briefings and toolbox talks, both on and off site
  - Undertaking regular refresher training and recertifications relevant to their job roles
  - Participation in annual safety and competence conversations and assessments with line managers and coaches or mentors, where applicable
  - Participation in annual appraisal and performance reviews conducted by their line manager
  - Regular deployment onto relevant work sites/areas by line managers, to operationally maintain industry skills and expertise
  - Maintain our competence management system, linking recruitment and selection, training and development, performance management, career development and succession planning
- Continuously improving our employees teaching and training knowledge, skills, and performance through:
  - Attending monthly standardisation and updates meeting
  - Engaging in regular teaching and learning observations, both peer observing and being observed
  - Feedback through risk based internal verification of training and assessment delivery material and output
  - Reflective practice post course, learner outcome analysis, and annual performance reviews with their training manager
- Develop personally tailored learning objectives that meet the specific training needs of each employee, our customers, and CCS Group Limited:
  - Adopting a structured and integrated approach to training and development through our Cleshar Academy
  - Continually enhance our offering in apprenticeships, NVQs, graduate and post-graduate, and CPD programmes
  - Through participation in annual appraisal and performance reviews where continuous professional development and career progression opportunities are agreed and set. Personal development plans are recorded in employees personnel file and retained within the HR function
  - Identified further training and development needs that meet the needs of our organisation, our customers and those of our employee aspirations, providing the necessary training, coaching or mentorship to meet expectations
  - Engagement with specialist training providers to deliver bespoke training that cannot be achieved in house
  - Individual employee learning needs analysis



- Monitor our employee's professional development:
  - Through annual appraisal and performance reviews
  - Regularly monitor the performance of employees, including competence to perform a role, as part of our performance development framework
  - Review of employee professional development plans at regular and frequent meetings between our HR and training functions
  - Review the effectiveness of our training and development programmes against set criteria, monitoring any changes and filtering them back into our business plans
  - Monthly reviews of industry mandated CPD through third party assurance agencies
  - Site audits, walkthroughs, and honest conversations
  - Reporting into board reviews
  - Employee engagement surveys

This policy is reviewed annually as a minimum to ensure that it continues to reflect the absolute commitment of CCS Group Limited to the training and professional development of our employees.

**Michael Hesnan**  
Joint Managing Director

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