

Learning and Development Policy

Purpose

Esken is committed to developing excellence in employees in order to maintain its leading status in a competitive and fast-changing industry. The Group aims to attract, develop, and promote the best talent by creating a supportive environment in which all staff are given the opportunity to learn, develop and grow to achieve their full potential. Training and continued professional development of our employees is crucial to the continued success of the business. The Company Policy is to ensure that, at a minimum, all employees are trained and sufficiently supported to the extent necessary to competently and effectively undertake their assigned tasks and responsibilities. In line with our Esken Values our ultimate goal is to create a culture of consistent learning where individuals take responsibility, in partnership with the company, for their own development.

Scope

This policy applies to all employees within all businesses of Esken.

Aims

- To ensure that every employee has a shared understanding of Esken strategy, vision and values and that they are aware of the role that they play in helping to achieve these
- To ensure that every employee undergoes the annual cycle of appraisal in which they receive feedback on their performance, set targets for the year ahead and are able to plan and agree learning and development objectives
- To equip employees with the skills and knowledge required to perform effectively within their current roles and respond efficiently to the demand placed upon them by internal and external change and development
- To promote the use of a full range of development opportunities, ensuring that the route chosen is the most appropriate and relevant option for the individual and business needs
- To ensure that development is an integral part of our organisation and that a learning culture is created at every level. It will be available to all, flexible to suit different learning styles and working patterns and will meet the needs of both the individual and the organisation
- To provide effective induction for all new employees
- To ensure that learning and development are a core element of performance management
- To actively monitor and evaluate the Learning and Development Policy to ensure that it is always fit for purpose and reflects effective practice
- To continue to monitor and measure the success of the learning and development programmes to ensure they provide a suitable return on investment
- To ensure that safety is a fundamental part of the delivery and culture within the course deliver

The Company aims to ensure that each employee has the opportunity to learn and become increasingly experienced in their primary job function, as well as developing secondary skills where feasible. The company aims to create and embed a culture of continuous learning and development which enables and encourages the employee's own potential.

The company will nurture a learning environment where employees will be confident in accepting change, developing new skills and taking responsibility for their own continuous learning in partnership with their line manager and HR. This positive learning environment will ensure that employees are able to make an effective contribution to the successful achievement of both business and personal objectives.

Our programmes have been designed by the business for our business ensuring our people have every opportunity to achieve their maximum potential in line with the Group's strategy. Each year our programmes evolve to meet the on-going needs and aspirations of the business and the individuals within it.

Embedding a Culture of Continuous Learning and Development

Within Esken, creating a supportive learning and development environment means being an organisation who support our managers and leaders to ensure:

- Every staff member makes maximum use of their experience, capability and expertise in delivering on work objectives
- Every staff member takes ownership of their own development
- Learning and development fosters and enables personal/professional growth
- Everyone's contribution is valued
- Succession planning leads to high performers and those with business critical knowledge/expertise are supported to ensure Esken's future growth
- There is a comprehensive induction process that ensures new starters feel welcome and are introduced to the company strategy, culture and our values
- Learning and development is evaluated to facilitate continuous improvement and fit for the business

Fairness and Equality

The Company is committed to ensuring the equality of opportunity in the development of its people. If any individual feels that they have been denied access to the development, they should in the first instance discuss the matter with their line manager. If they remain dissatisfied then they may raise the issue with the HR department.

Any development opportunities that are available will be advertised through the business or communicated to line management ensuring that all staff have access to the relevant information.

Signed:

A handwritten signature in black ink, appearing to read "Angela Smith".

Angela Smith, Group People Director

Date: October 2021