



TRAINING AND DEVELOPMENT POLICY STATEMENT

D&D Rail Ltd. (D&D) recognises that a competent, committed and responsive workforce is essential for the achievement of its Business Objectives.

D&D is aware of the need for its staff to continuously review and update their knowledge, and to acquire new skills and approaches in order to adapt to the ever-changing context in which D&D has to deliver those services.

D&D regards the training and development of all staff as an investment rather than as a cost.

The main principles underlying D&D's training development strategy are:

- i) Training and development should be driven by its business plans.
- ii) It should enable its professional officers to meet the Continuing Professional Development requirements of respective professional institutes.
- iii) Training and development of staff, translated into individual training plans, is an essential part of the D&D recruitment and retention strategy and is considered to be an important motivating factor by promoting job efficiency, job satisfaction, personal commitment, confidence in performance and the development of a high performance culture.
- iv) Self-learning and shared-learning should be an integral part of D&D's training programme, and in this respect, D&D will promote and develop learning partnerships and skills and knowledge exchanges, both within the organisation and with third parties, e.g. London Underground, Railtrack and third party training providers including activities such as:
 - Coaching and Mentoring
 - Joint Project Work (D&D and third parties)
 - Task Setting (Individual and Team)
 - Shadowing
 - Project Work (Individual and Team)
 - Problem-solving Meetings
 - Secondments
- v) The identification of training needs and the provision of training to meet these needs should apply to all D&D employees. Particular attention will be given to mentoring & development of personnel who are deemed 'not yet competent' such as Trainees, Apprentices and inexperienced personnel.
- vi) The outcome of training and development should provide added value to D&D in this respect, all training and training-related activities should be properly reviewed and evaluated before, during and after the training action. Particular emphasis should be paid to evaluating the outcome of training and the impact that this has on both the individual and D&D's operations and services.
- vii) The appraisal of all personnel's performance is monitored on a continuous basis and issues are highlighted to the Managing Director as they arise, who will decide on the appropriate course of action required. Training and development and general reporting will be fully covered within each employee's personnel file.

This policy is to be reviewed annually (as a minimum) unless there are changes in the responsibilities of the persons named within it or other changes of substance, in which case a revised policy will be issued immediately to all existing policy holders.

David Farrow M.B.E.
Managing Director
D&D Rail Limited

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