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Next revision		01/12



## Training and Development Policy

Swish recognises that a well trained workforce that is encouraged to develop its knowledge and skills on a continuous basis will make a major contribution to the competitiveness and success of the company. The company is committed to sustainable development and as part of this wishes to see its workforce trained in a range of appropriate skills to achieve flexible coverage. In addition the company wishes to increase its employee's awareness and appreciation of quality, environmental and Health & Safety issues.

The company will always seek to employ local people wherever practicable and appropriate in order to benefit the local community and minimise travel pollution.

It is the policy of Swish to incorporate these principles into the training provided for its employees, as applicable to their function, in the following areas:

### A comprehensive induction programme covering:

- Training directly related to the employee's function
- Health and safety awareness and implementation
- The importance of reducing environmental impacts
- Quality is the responsibility of all employees
- Anti discrimination and equal opportunities

### Ongoing

- Review of any updates needed to areas set out in the induction above
- The company's Corporate Responsibility policy for sustainable development
- Requirements of the law relating to the business and its activities
- Management skills eg communication skills, project & people management
- Personal development eg time management, leadership, delegation, team working
- Other training as may be needed or requested by individual employees

Departmental managers should maintain a training matrix which sets out the training history and future training requirements of all individuals in core and non core areas.

Employees are encouraged to ensure that they receive all and any training required for their position and to request any further training that they may consider desirable.

Annual Company Targets	
Induction	100% of inductions commenced or completed
Ongoing	80% of planned training commenced or completed

A summary of training undertaken is to be published to Swish stakeholders on an annual basis.

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