

Global Learning and Development Policy

September 2021

This Policy may be amended from time to time.

Changes will be communicated to managers and employees.

Policy owned by HR

V1.0

This is a global policy



INTRODUCTION

As we work together to achieve the ambitions set out in our We are Weir framework this creates opportunities for all of us to grow our own way – to take on new challenges, explore new areas, learn, progress and excel. This Global Learning and Development Policy sets out our key approaches to learning and, most importantly, we want there to be an inclusive and consistent approach across all of Weir. Whilst the types of jobs we do, and the environments in which we work are diverse, our ethos remains the same: we're ready to help you grow your own way and contribute to Weir's success.

Ultimately, there is no one more interested in developing your career than you. We'll help by providing guidance, tools, content and certification programmes. We'll also be clear on any required mandatory learning and development that must be done in order for you to do your role.

You and your manager will discuss your performance and together you may agree specific learning to be undertaken. However, when it comes to completing required learning and driving forward your development, it's your responsibility.

WHO IS COVERED BY THIS POLICY?

This policy applies to all people who work for us (including our employees, contractors, contingent workers, consultants, advisors, volunteers, apprentices, temporary workers and agency workers).

Some of the provisions of the Policy differ for each category of worker. More information is given below and, importantly, in the local learning policy which applies to your location. You can access your local learning policy on the HR ServiceNow Knowledge Base.

WHAT IS THE SCOPE OF THIS POLICY?

This policy is broad, to take account of the considerable number of roles we have in Weir and the different environments in which we operate.

Learning and development covers many types of activity, some of which are noted below.

- 1) Mandatory learning - to meet legislative, regulatory or compliance requirements.
- 2) Induction/onboarding.
- 3) Safety, Health and Environment training (SHE).
- 4) Technical learning for a particular role.
- 5) Training in relation to job competencies.
- 6) On-the-job training/learning and job shadowing.
- 7) Customer-required or customer-specific learning.

- 8) Professional Certification and Continuous Professional Development (CPD).
- 9) Learning focused on the diversity of our workforce and how to promote an inclusive atmosphere at work.
- 10) Learning aimed at developing supervisory, management and leadership capabilities (refer to our Leadership Framework).
- 11) Soft skills - developing personal attributes to enhance your interactions with colleagues, customers and suppliers.
- 12) Trade union and employee representative training.
- 13) University or college courses (local sponsorship programmes may apply – refer to your local learning policy or contact HR).

IDENTIFYING LEARNING AND DEVELOPMENT NEEDS

We use a number of factors when identifying what's important. Front and centre are the strategic goals of our We are Weir approach. What knowledge, skills, culture and ways of working will support this?

Secondly, there are numerous learning obligations which arise from legislation, regulation and customer requirements.

Sometimes, targeted specialist training is needed for only certain parts of our business, to enable employees to commence work using a new process or technical approach.

Other considerations are the development plans resulting from your performance discussions with your leader, in the form of personal development plans and performance improvement plans.

PROCESSES AND STANDARDISATION

To ensure everyone has equal access we are working towards hosting all of our learning and development resources in one place. Ultimately, you will be able to book and record all learning attendance on Workday. These records will be visible to both you and your manager. This work is ongoing so please check your local learning policy for more details of what applies in your location, as we transition towards full standardisation.

ROLES AND RESPONSIBILITIES

Your role is to be responsible for your learning and development throughout the year. You'll want to:

- 1) Plan: be sure to plan for required learning to meet the necessary deadlines.
- 2) Prepare: reflect on the progress you're making, the feedback you receive from colleagues and prepare for review meetings with your manager.
- 3) Share: be open about your career and learning aspirations and what motivates you. This will help your manager to work with you and support your learning.

It's your manager's responsibility to coach and support you as you develop both in your current role and for the future. They will be there to provide encouragement and guidance as you identify development needs together.

By agreeing with you on where you should focus your efforts, and by giving feedback, your manager can support your learning progress.

Your local Learning Partner can offer advice about the resources available and your local Learning Co-ordinator or HR will manage demand for any courses where there is a limit on the number of places in each session.

CATEGORIES OF LEARNING AND DEVELOPMENT

There are various reasons for undertaking learning and development activities. To simplify, we've categorised below. The reason for embarking on your learning will help you prioritise: some items will have mandatory dates for completion, whilst others can be progressed at your own pace.

Required Learning

- covers training that **must** be done in order for you to do your current role
- might be needed to meet legislation or compliance requirements, such as SHE training
- covers specific skills or information you need to learn to do your current job, for example, perhaps you need to complete training prior to entering a Company or customer site
- your manager may set learning as part of corrective action/a performance improvement plan (PIP) if your performance at work is not meeting the necessary standard
- **required learning is your top learning priority and you must plan for it and avoid leaving it until the last minute. There will be deadlines or review periods which apply, which generally cannot be postponed.**

Guided Career Development

- covers learning and development discussed with your manager where the focus is to develop in line with your career aspirations
- if you are new to the role there are likely to be development goals for growing in the role
- once settled in the role, further development helps you take your performance from 'good' to 'great'!
- if you have been in your role for longer, this can assist you in preparing for a horizontal move or career advancement
- **this type of learning is your next priority and your manager may set deadlines and review periods with you**
- **generally, this learning can be postponed if business needs require, for example during a peak period of the year**

Self-directed Development

- covers other learning you undertake on a voluntary basis
- huge catalogue of learning at your fingertips
- you might wish to take a course on a subject not specifically discussed with your manager, but which you feel would be helpful
- maybe you have an interest in working in another area of our business and you want to undertake some training
- whatever the topic, you can decide when you are ready to learn
- **discuss with your manager what scope there is within working time for self-directed development. You can also learn in your own time, at home on a mobile device (if available). If you want to come on site to undertake voluntary learning, at a time you are not scheduled to work, refer to your local learning policy for information. You may be required to notify, or agree this with your manager. There might be essential SHE requirements too.**

GROW YOUR OWN WAY

RESPONSIBILITY FOR COMPLETING YOUR REQUIRED LEARNING

We each have 'required learning' we must complete. For example, there may be global learning in which we all participate, necessary annual renewal of learning certificates or specific training for visiting a customer site or operating a piece of equipment. Whatever the schedule of required learning, it's important that you complete it on time. If you anticipate any problem in meeting deadlines you need to let your manager know as soon as possible – don't wait until the due date to raise the problem.

YOUR GUIDED CAREER DEVELOPMENT

For learning and development to be most successful it's important to consider what stage you are at in your career. Have you just started a new role? Have you been in a role for some time and want to progress your career? Do you want to specialise within your current field?

Your manager will also consider what development is needed for the success of the Company. Are there new technologies in which we must train employees? Is the direction of the business changing in the medium term and we need to upskill? Are there specific local pockets of training that are needed – where targeted learning will help our business performance?

Generally what's important here is getting the balance right: it's a case of evaluating your learning needs and wants along with business needs. This guarantees that you can learn in a way which also contributes to Weir's success.

All of these elements of your career, along with how you are currently performing, will be taken into account when considering your learning plan or Personal Development Plan (PDP). You'll discuss this with your manager and produce a joint plan, where you are clear on your priorities and next steps.

This type of learning will be undertaken flexibly – from time to time the plan for your development may change or be put on hold to deal with peak periods at work.

SELF-DIRECTED DEVELOPMENT: FLEXIBLE, TO FIT WITH THE LIVES WE LEAD

We've worked to put your learning experience at the centre of our approach and the resources we offer are truly flexible. Much of the learning available can be started at any time, when it's right for you and at no cost. With our Percipio and Workday Learning Management System (LMS) you have direct access to learning. You can access these resources both at work and at home (if you have access to a mobile device).

You are encouraged to explore the courses available and you can choose to take up a course that's unrelated to your current job if you want to. This type of learning is voluntary, there's no obligation to embark on self-directed development, in addition to the learning and development which accompanies your job.

Of course, there may be phases when your home or work life is especially busy and it's not feasible to think about starting any voluntary learning. Or, you might start a course and have to put it on hold; that's not a problem. You can flex your self-directed development to suit you.

AN INCLUSIVE APPROACH

It's really important to Weir that we provide equality of access and opportunity to all.

Our working environments, peak busy times and spread of skills are diverse, so it's impractical to set very specific global guidance for learning. For this reason we have developed local policies too, which cater more specifically to your location. You can find the relevant local policy on the HR ServiceNow Knowledge Base.

MAKING ADJUSTMENTS TO MEET YOUR NEEDS

If you have a medical condition, disability or special need which might affect how you learn please speak to your manager or HR. We will always endeavour to accommodate any individual requirements and will work with you to adjust your learning schedule and delivery to help.

APPROVALS

EMPLOYEES

If you are an employee there are many courses for which you won't need approval - you can go right ahead and make use of the resources we offer. This applies to the digital learning available through Workday and Percipio.

For blended learning - where online educational materials are combined with traditional instructor-led methods - you may need approval. Check your local learning policy for details. Generally, if there is a cost associated with the course you will require your manager's approval.

If you are interested in attending a seminar or conference as part of continuous professional development (CPD), or in relation to your role, you'll need approval from your manager.

CONTRACTORS/CONTINGENT WORKERS AND AGENCY WORKERS

Contingent workers/contractors and agency workers may require approval for any type of learning – please check with your Weir contact **prior** to embarking on any learning with Weir.

REPAYMENT ARRANGEMENTS

Refer to your local learning policy for information on any repayment obligations (sometimes known as 'work-back, 'claw-back' or 'terms of training commitment') which may apply. These types of arrangements may apply when an educational course of study has been funded for you by Weir. You can contact HR for more information.

RELATED INFORMATION

LOCAL LEARNING POLICY

Please read your local learning policy which can be found on the HR ServiceNow Knowledge Base. It holds specific information for your location and any detailed rules which apply.

EMPLOYEES ON FAMILY LEAVE OR SICK/MEDICAL LEAVE

If you are on a period of family leave (such as maternity, paternity, carer leave, etc) or are absent from work due to ill-health, you are not required to undertake any learning or training. When you are preparing to return to work you should speak to your manager to check whether there is critical learning you need to undertake immediately upon your return to work.

TRAVEL AND SUBSISTENCE

If you are travelling to attend a training event please refer to your local policy for information on travel and subsistence.

OTHER POLICIES AND INFORMATION

Be sure to look on the HR ServiceNow Knowledge Base, both for your local learning policy, and other policies or guidelines which apply. There may be funding opportunities for education or paid time off work for study, for example. If you have questions about

this Policy, please ask your manager or find HR contact information on the HR ServiceNow Knowledge Base.

EVALUATION, FEEDBACK AND EFFECTIVENESS

HOW ARE WE DOING?

We continually evaluate how well the training and learning provided helps you develop and upskill. Your contribution matters. You may be asked to give feedback on a course you have completed or participate in a survey. Whatever approach is used please participate and constructively share your views.

With good data and evaluation we can organise local learning and development initiatives, targeting our resources to areas which will benefit most. We can determine what is working well and where we can improve.

We have a diverse workforce and there will be different needs, preferences and learning styles - help us become more inclusive by letting us hear your voice.

Make the most of what we offer to Grow Your Own Way.