



# Learning and Development Policy

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## **Supporting, developing, and rewarding our people**

Molson Group recognises that as a people-to-people business, our employees – colleagues – are what make us who we are. Customers and partners alike choose to work with us not only because of our comprehensive “single source supply” product range, but because our people are well-informed, enthusiastic, and helpful representatives of the business.

It is part of our growth and success strategy to nurture our employees to be the best they can be in their current roles, and to provide them with development opportunities so that they can take on new roles and responsibilities in the future. As a fast growth business, we know that our continued success relies on keeping and developing our best people.

As well as professional development, we also place strong emphasis on informing our people on best practice with regard to working safely, in ways that minimise our impact on the environment, as well as improving our efficiency.

This is why we established Molson Academy – a sector-leading training and development programme for both employees and our customers and trusted business partners.

### **Molson Academy for external training – facilitating operating excellence and safety for our clients, suppliers and partners**

We see it as a priority to ensure that our customers, partners and suppliers are also fully trained, to make sure that they gain full value from their purchase from and relationship with Molson Group.

So our commitment to learning extends to supporting the training and development of customers and supply partners, in line with our commitment to product and service excellence across our business activities.

#### *Training on newly acquired equipment*

To ensure customers are able to gain maximum value and safety from their investment, each item of plant will be handed over by skilled, experienced, and qualified Molson Group product specialists. The detailed and structured equipment handover consists of a 4-stage process:

1. Explanation with supporting Power Point presentations of features & benefits of each machine
2. Demonstration of machine in operation, ensuring features & benefits are clearly identified during operation.

3. Imitation – operators/operation will conduct supervised operation of machine until it is deemed that operator is safe and competent to utilise equipment
4. Practice – operator will be supervised during ongoing operation whilst intermittently pausing to receive instruction/direction on best practice with both machine and safe operation

#### *Continuous improvement training*

This training process is repeated every 12 months, including the supply of supporting documentation to ensure operators continuous improvement plan can be managed and adjusted accordingly (create best in practice and/or identify poor habits and operational failings)

Molson product specialists operate in multitude of environments and operations, which in turn provides exposure to best practices and ineffective operations, this ensures that the product specialists are delivering the most up to date and efficient method of equipment familiarisation.

Regular visits from Molson FSEs ensures that any poor practices are captured on service reports, reported to field service management/NR account manager, prompting additional familiarisation and training to take place on the site/operation to deal with any concerns.

We have developed this practice based on our experience where poor operation has been observed and can also lead equipment failure. Ongoing development of the operators has a significant impact on reducing self-inflicted downtime, plus it ensures that the site is compliant for internal continuous improvement plans (CIPs)

For information on the courses and training available, please see Appendix.

#### **Molson Academy for employees – encouraging excellence and ambition in our people**

Over many years, we have invested in the creation of an extensive supply of training resources, to which all employees have access.

Any member of staff knows that they have the opportunity to extend and expand their knowledge and skills. They can access the resource in consultation with their line manager, whose role is to guide them to the most suitable training to fit their ambitions.

For some, it may be to brush up on skills or learn more skills to improve their performance in their current role. But for others, it may enable them to move sideways or upwards into a different type or level of role. We encourage movement within the business and have many examples of people who start their Molson careers in one area of the business and move into another.

#### *Extensive training and development opportunities for all*

Our rolling programme of training courses has been in place for many years, growing steadily into the comprehensive range of training resources, delivered online, that we now offer. Covering everything from product training to personal development, office skills to social media training, first aid to health and safety and more, our aim is to optimise the skills of every employee, for now and for their future.

#### *E-learning portal and intranet to maximise access*

Given the scale of our training and development resources, we have recognised the need to make it easier to access - for selection, for booking and for line managers to monitor progress. We needed to create a platform that would become a single point of access for any employee to go online and shape their own personal development journey.

This has now become a reality, and we are in the process of developing our own bespoke E-Learning Portal which, combined with a company intranet, will make access to this training content even easier, and will encourage uptake through proactive email reminders, and checklists for course completion where training is obligatory.

Training types and topics include (but is not limited to):

1. Health & Safety - such as people-plant interface, how to approach a machine, site specific dangers, safety briefings by location.
2. Machines - product training on all of the machines that Molson offers.
3. Environmental training - such as how to work in a paperless office, important site efficiencies (switching off lights), machinery set up efficiencies.
4. Personal development and upskilling - such as MS Office training, sales / customer service training, management training, presentation training, NLP, how to use Molson technology platforms.
5. HR / employee wellbeing - more than training, this is an information resource for all employees on the company pension scheme and access to advice, help with benefits management etc.
6. 'Security awareness training' so that we have a clear focus on protecting our company, our people and our clients (e.g phishing, working remote safely, safe internet and social media habits, threats, incident reporting, data privacy etc)
7. We are working on an onboarding app as part of our all-new HR & Payroll software system, which includes relevant introductory content for all new starters - including welcome videos and so on.

The platform will include a calendar to allow easy viewing of courses running and machine demonstrations planned in, to maximise employee uptake and bookings.

Molson has an internal training academy which works very closely with all manufacturers to ensure all training support/aftersales staff are up to date with product and industry evolution, it is these staff members that would work closely with a 3<sup>rd</sup> party training provider to ensure that all training/familiarisation is current, relevant and compliant.

