
TRAINING & DEVELOPMENT PROCEDURE

1. POLICY STATEMENT

Forhill Limited is committed to developing a competent, capable and high-performing workforce that possesses the knowledge, skills, behaviours and professional competence required to achieve the Company's strategic objectives.

The Company recognises that effective training and development are essential to:

- Improve employee competence and performance.
- Maintain safe and efficient operations.
- Deliver quality products and services.
- Support innovation and technological advancement.
- Improve customer satisfaction.
- Strengthen HSE performance.
- Support employee career development.
- Maintain compliance with applicable requirements.
- Promote continual improvement.

Forhill Limited shall provide appropriate training and development opportunities based on organisational needs, job requirements, identified competency gaps, employee development needs and available resources.

2. PURPOSE

The purpose of this Policy is to establish a structured framework for identifying, planning, delivering, evaluating and documenting employee training and development.

The Policy seeks to ensure that:

1. Employees are competent to perform their assigned responsibilities.
2. Training is linked to organisational and departmental objectives.
3. Mandatory training is completed within defined timeframes.
4. Technical and professional competencies are continuously improved.
5. Training investments produce measurable business benefits.
6. Employees are supported in their professional development.
7. Training records are maintained accurately.
8. Training effectiveness is evaluated.
9. Competency gaps are addressed through appropriate development actions.

3. SCOPE

This Policy applies to all relevant persons working for or on behalf of Forhill Limited, including:

- Permanent employees.
- Temporary employees.
- Probationary employees.
- Interns.
- Control-room operators.
- Technical and installation personnel.

- Sales and business-development personnel.
- Administrative and corporate employees.
- Project personnel.
- Marine personnel, where applicable.
- Contractors and consultants where training is required for their activities.

Training requirements shall be determined according to the individual's role, responsibilities, risks and competency requirements.

4. TRAINING AND DEVELOPMENT PRINCIPLES

Forhill Limited shall apply the following principles:

4.1 Business Alignment

Training shall support the Company's strategic objectives, operational requirements and customer expectations.

4.2 Competence-Based Development

Training shall be based on the competencies required to perform a role effectively.

4.3 Safety First

HSE and safety-critical competencies shall receive priority, particularly for technical, field, marine and control-room personnel.

4.4 Equal Opportunity

Employees shall have fair access to relevant development opportunities, subject to job requirements, performance, organisational priorities and available resources.

4.5 Practical Application

Training should provide employees with knowledge and skills that can be applied directly to their work.

4.6 Continual Improvement

Training programmes shall be reviewed periodically to determine whether they remain effective and relevant.

4.7 Accountability

Employees, supervisors, Department Heads and Admin. HRQ shall share responsibility for successful development outcomes.

5. TRAINING OBJECTIVES

The Company's training programme shall seek to:

- Close identified competency gaps.
- Improve individual performance.
- Increase technical competence.
- Improve HSE awareness and performance.
- Improve customer service.
- Develop leadership capability.
- Prepare employees for increased responsibilities.

- Support succession planning.
- Improve productivity and operational efficiency.
- Reduce errors, incidents and rework.
- Promote compliance.
- Support adoption of new technologies and systems.

6. TRAINING CATEGORIES

Forhill Limited shall generally classify training into the following categories.

6.1 Induction and Onboarding Training

All new employees shall receive appropriate induction training.

This may include:

- Company history and structure.
- Vision, mission and values.
- Employee Handbook.
- Code of Conduct.
- HSE requirements.
- Job description.
- Department procedures.
- Confidentiality and data protection.
- IT and information-security requirements.
- Customer-service expectations.
- Emergency procedures.

6.2 Mandatory Compliance Training

Mandatory training may include:

- HSE awareness.
- Emergency response.
- Fire safety.
- First aid where applicable.
- Data protection and privacy.
- Information security.
- Code of Conduct and ethics.
- Anti-harassment and sexual harassment awareness.
- Anti-bribery and corruption.
- Environmental awareness.
- Other training identified as mandatory by Management or applicable requirements.

Mandatory training shall be tracked by Admin. HRQ.

7. TECHNICAL TRAINING

Forhill operates in technology-intensive sectors. Technical training shall therefore form a significant component of the Company's development programme.

Depending on the employee's role, technical training may cover:

Electronic Security

- CCTV systems.
- Video Management Systems.
- Network Video Recorders.
- Access control.
- Intruder alarms.
- Fire alarm systems.
- Intercom systems.
- Smart locks.
- Surveillance technologies.
- Security monitoring.

Renewable Energy

- Solar panels.
- Hybrid inverters.
- Lithium batteries.
- Battery management systems.
- Electrical safety.
- System design.
- Installation and commissioning.
- Fault diagnosis.
- Preventive maintenance.

Control Room Operations

- CCTV monitoring.
- Alarm management.
- Incident detection.
- Incident response.
- Control-room procedures.
- Vehicle tracking.
- Radio communication.
- Incident reporting.
- Evidence handling.
- Shift handover.
- Emergency escalation.

Smart Automation

- Smart-home systems.
- Lighting automation.
- Integrated security.
- System configuration.
- Customer support.
- System troubleshooting.

8. HSE TRAINING

HSE training shall be prioritised for employees exposed to operational risks. Training shall include:

- Hazard identification.
- Risk assessment.
- Safe systems of work.
- PPE.

- Electrical safety.
- Working at height.
- Battery safety.
- Fire safety.
- Manual handling.
- Emergency response.
- Incident reporting.
- Environmental protection.
- First aid.
- Safe driving.
- Marine safety where applicable.

Employees undertaking safety-critical activities shall not perform such activities without the required competence, authorisation and training.

9. PROFESSIONAL AND BEHAVIOURAL DEVELOPMENT

Training shall not be limited to technical skills.

Development programmes may include:

- Communication.
- Customer service.
- Teamwork.
- Problem-solving.
- Time management.
- Emotional intelligence.
- Report writing.
- Negotiation.
- Presentation skills.
- Conflict management.
- Leadership.
- Supervisory skills.
- Performance management.
- Decision-making.
- Stress management.

10. LEADERSHIP DEVELOPMENT

Forhill Limited shall identify employees with leadership potential and provide appropriate development opportunities.

Leadership development shall include:

- Supervisory training.
- Management training.
- Coaching and mentoring.
- Project management.
- People management.
- Financial awareness.
- Strategic thinking.

- Decision-making.
- Performance management.
- HSE leadership.
- Change management.

Employees identified as high-potential may be included in a structured leadership-development programme.

11. TRAINING NEEDS ANALYSIS

Training shall be based on identified needs rather than training activity alone.

Training needs may be identified through:

- Performance appraisals.
- Competency assessments.
- Job descriptions.
- Competency matrices.
- Probation reviews.
- Employee development plans.
- HSE incidents.
- Audit findings.
- Customer complaints.
- Quality issues.
- Changes in technology.
- New products or services.
- New legislation or requirements.
- Management recommendations.
- Employee requests.
- Succession planning.
- Business expansion.

12. ANNUAL TRAINING NEEDS ASSESSMENT

Admin. HRQ shall coordinate an annual Training Needs Assessment (TNA). The process shall generally follow:



13. ANNUAL TRAINING PLAN

Admin. HRQ shall prepare an annual Training and Development Plan based on approved training needs.

The plan shall identify:

Training Information Requirement

Training title	Required
Training category	Required
Target employees	Required
Competency addressed	Required
Training provider	Where applicable
Planned date	Required
Duration	Required
Estimated cost	Required
Delivery method	Required
Responsible person	Required
Evaluation method	Required
Completion status	Required

The annual plan shall be reviewed periodically and adjusted where business priorities change.

14. TRAINING DELIVERY METHODS

Forhill Limited may use a combination of training methods, including:

Internal Training

Training conducted by competent Forhill employees.

External Training

Training delivered by external professional trainers or institutions.

On-the-Job Training

Learning through supervised practical work.

Coaching

Individual performance guidance provided by supervisors or managers.

Mentoring

Structured support from experienced employees.

Workshops

Interactive learning focused on specific skills or topics.

E-Learning

Online courses and digital learning programmes.

Practical Simulations

Particularly relevant to control-room, HSE, technical and emergency-response activities.

Toolbox Talks

Short operational safety and awareness sessions.

Job Shadowing

Learning through observation and supervised participation.

15. TRAINING FOR NEW EMPLOYEES

New employees shall receive training appropriate to their role during onboarding and probation.

The employee's initial training programme should cover:

Company Orientation → Job Competence → HSE → Policies → Systems → Supervised Practice → Competency Assessment → Confirmation

Where necessary, training shall form part of the employee's 90-day probation/integration plan.

16. COMPETENCY ASSESSMENT

Training alone does not establish competence.

Where appropriate, employees shall be assessed through:

- Practical demonstrations.
- Written tests.
- Interviews.
- Simulations.
- Observation.
- Supervisor assessment.
- Certification.
- Performance results.
- Competency matrices.

Forhill shall use a four-level competency scale:

Level	Description
1 – Basic	Limited knowledge; requires close supervision
2 – Intermediate	Solid working knowledge; performs with minimal supervision
3 – Advanced	Strong capability; works independently and handles complex situations
4 – Expert	Mastery; mentors others and improves processes

17. CERTIFICATION AND LICENSING

Where a position requires a professional certification, licence or statutory qualification, employees shall maintain the required credentials.

These shall include:

- First Aid/CPR.
- HSE qualifications.
- Technical certifications.
- Manufacturer certifications.
- Professional licences.

- Marine competency certifications, where applicable.
- Other role-specific credentials.

Admin. HRQ shall maintain records of relevant certifications and renewal dates.

18. TRAINING EFFECTIVENESS

Training effectiveness shall be evaluated using an appropriate combination of:

Level 1 – Reaction

Did participants find the training useful and relevant?

Level 2 – Learning

Did the employee acquire the required knowledge or skill?

Level 3 – Application

Is the employee applying the learning at work?

Level 4 – Business Results

Has the training contributed to improved performance, safety, quality, productivity or customer satisfaction?

Evaluation methods shall include:

- Training feedback forms.
- Tests.
- Practical assessments.
- Supervisor observation.
- Performance reviews.
- KPI analysis.
- HSE performance.
- Incident trends.
- Customer feedback.

19. TRAINING FEEDBACK

Employees participating in formal training may be required to complete a Training Evaluation Form.

Feedback should consider:

- Relevance.
- Trainer effectiveness.
- Training materials.
- Practical application.
- Duration.
- Facilities.
- Knowledge gained.
- Areas requiring improvement.

Training feedback shall be used to improve future programmes.

20. EMPLOYEE DEVELOPMENT PLANS

Where an employee requires additional development, an Individual Development Plan (IDP) may be prepared.

The IDP shall contain:

- Current competency.
 - Desired competency.
 - Development gap.
 - Development objective.
 - Required training.
 - Coaching/mentoring.
 - Target completion date.
 - Responsible supervisor.
 - Success measure.
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21. TRAINING AND PERFORMANCE MANAGEMENT

Training shall be integrated with Forhill Limited's performance-management process.

The relationship shall be:

Performance Review → Identify Gap → Development Plan → Training/Coaching → Application → Follow-Up → Reassessment

Employees who demonstrate development needs shall receive appropriate support before performance decisions are made, except where the issue involves misconduct or other circumstances requiring separate action.

22. EMPLOYEE RESPONSIBILITIES

Employees are responsible for:

1. Participating in required training.
 2. Attending training punctually.
 3. Actively participating in learning activities.
 4. Completing assigned assessments.
 5. Applying acquired knowledge and skills.
 6. Providing honest training feedback.
 7. Maintaining required certifications.
 8. Informing supervisors of identified competency gaps.
 9. Sharing relevant knowledge with colleagues where appropriate.
 10. Complying with post-training requirements.
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23. SUPERVISOR AND MANAGER RESPONSIBILITIES

Supervisors and managers shall:

- Identify employee competency gaps.
 - Recommend relevant training.
 - Support employees attending training.
 - Provide coaching.
 - Observe application of acquired skills.
 - Evaluate training effectiveness.
 - Identify emerging competency requirements.
 - Support succession planning.
 - Ensure mandatory training is completed.
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24. ADMIN. HRQ RESPONSIBILITIES

The Admin. HRQ Manager shall:

- Develop the annual training framework.
 - Coordinate Training Needs Assessments.
 - Maintain the Training Plan.
 - Coordinate training programmes.
 - Maintain employee training records.
 - Monitor mandatory training.
 - Track certification expiry dates.
 - Evaluate training effectiveness.
 - Maintain approved training-provider information.
 - Prepare training reports.
 - Monitor training KPIs.
 - Support competency management.
 - Report training performance to Management.
 - Review and improve the Training and Development Policy.
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25. MANAGEMENT RESPONSIBILITIES

Management shall:

- Provide appropriate support for employee development.
 - Approve the annual training programme.
 - Allocate resources subject to business priorities.
 - Ensure critical competency requirements are addressed.
 - Support leadership development.
 - Review training performance.
 - Promote a culture of learning and continual improvement.
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26. TRAINING RECORDS

Admin. HRQ shall maintain appropriate training records.

Records may include:

- Annual Training Plan.
- Training Needs Assessment.
- Training attendance records.
- Training evaluation forms.
- Certificates.
- Competency assessments.
- Training expenditure.
- Employee development plans.
- Certification renewal records.
- Training effectiveness assessments.

Training records shall be maintained securely and in accordance with applicable record-retention and data-protection requirements.

27. TRAINING PROVIDER SELECTION

Where external providers are used, Forhill Limited shall consider:

- Relevant expertise.
- Trainer qualifications.
- Industry experience.
- Course content.
- Accreditation where relevant.
- Practical relevance.
- Cost.
- Previous performance.
- Availability.
- Certification provided.

Forhill shall maintain an approved training-provider list where appropriate.

28. TRAINING BUDGET

Training expenditure shall be planned based on:

- Business priorities.
- Competency gaps.
- Mandatory training requirements.
- HSE risks.
- Technology changes.
- Employee development needs.
- Available resources.

Training expenditure shall be appropriately authorised before commitment.

29. EMPLOYEE-FUNDED OR COMPANY-SPONSORED CERTIFICATION

Where Forhill Limited sponsors an employee's professional certification or specialised training, the applicable terms shall be communicated to the employee before the training begins.

Where appropriate, the Company may require evidence of successful completion and continued application of the acquired competence.

Any financial-recovery arrangements relating to sponsored training shall be separately documented and shall comply with the employee's contract and applicable requirements.

30. TRAINING KPIS

Admin. HRQ shall monitor training performance using appropriate KPIS.

KPI	Suggested Target
Annual training plan completion	≥90%
Mandatory training completion	100%
Employee training participation	≥95%
Training evaluation completion	≥90%
Average training satisfaction	≥85%
Required certification compliance	100%
Competency assessment completion	≥90%
Training effectiveness	≥85%
Identified critical competency gaps closed	≥90%
Training records accuracy	100%

Targets may be adjusted based on Management priorities and operational requirements.

31. TRAINING PRIORITY MATRIX

Training shall be prioritised according to business and operational risk.

Priority	Description	Process Applicable
Critical	Required to protect life, safety, legal compliance or critical operations	HSE, electrical safety, emergency response
High	Essential for effective job performance	CCTV, solar systems, control-room operations
Medium	Supports productivity and professional development	Customer service, communication
Developmental	Supports future capability and career progression	Leadership, management, advanced technical skills

Critical training shall receive priority over discretionary development activities.

32. TRAINING NON-COMPLIANCE

Failure to complete mandatory training without reasonable justification shall result in:

- Follow-up by the supervisor.
- Rescheduling.
- Additional coaching.
- Restriction from safety-critical activities where competence is required.
- Other appropriate management action.

Employees shall not undertake activities requiring specific competence or certification where they have not met the required competency requirements.

33. CONTINUAL IMPROVEMENT

Forhill Limited shall continually improve its training and development system.

Improvement opportunities may be identified through:

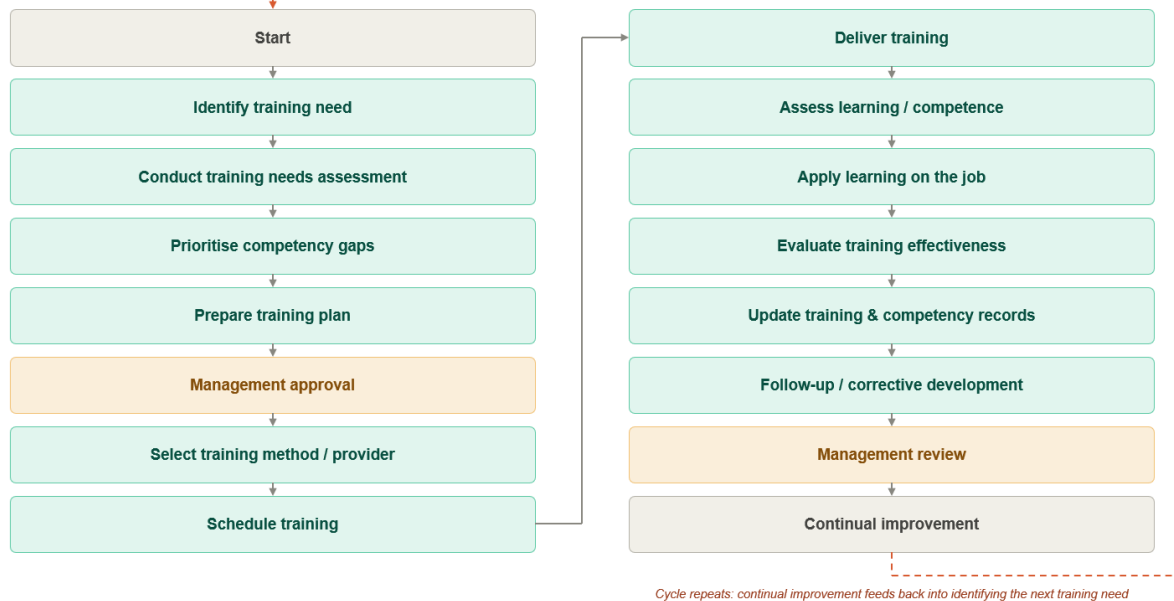
- Performance reviews.
- Employee feedback.
- HSE incidents.
- Audit findings.
- Customer complaints.
- Competency assessments.
- Training evaluations.
- Technology changes.
- Management reviews.
- Lessons learned.

Training programmes shall be modified when evidence indicates that they are no longer effective or relevant.

34. TRAINING PROCESS FLOW

The Company's standard training process shall be:

Training process flowchart



35. ANNUAL TRAINING CYCLE

Forhill Limited shall operate an annual training cycle:

Q1 – Planning & Foundation

- Training Needs Assessment.
- Mandatory training.
- Induction.
- HSE refresher training.
- Annual training plan.

Q2 – Technical & Operational Development

- Technical product training.
- Control-room training.
- Solar/renewable-energy training.
- Customer-service development.

Q3 – Performance & Leadership

- Performance management.
- Supervisory development.
- Leadership training.
- Communication and teamwork.

Q4 – Evaluation & Future Planning

- Training effectiveness review.
- Competency reassessment.
- Skills-gap analysis.
- Certification review.
- Next-year Training Needs Assessment.

The schedule may be adjusted according to operational priorities.

36. RELATED HR DOCUMENTS

This Policy shall be implemented alongside:

- Employee Handbook.
- Recruitment and Selection Procedure.
- Onboarding Procedure.
- Competency Management Procedure.
- Performance Appraisal Procedure.
- Training Needs Assessment Form.
- Annual Training Plan.
- Individual Development Plan.
- Training Attendance Register.
- Training Evaluation Form.
- Competency Assessment Form.
- HSE Training Programme.
- Employee Development Records.

37. POLICY REVIEW

The Admin. HRQ Manager shall review this Policy at least annually or when significant changes occur.

The review shall consider:

- Organisational objectives.
- Employee competency requirements.
- HSE performance.
- Training outcomes.
- Technology changes.
- Regulatory requirements.
- Audit findings.
- Employee feedback.
- Management recommendations.

Changes shall be approved through the Forhill's document-control process before implementation.

38. MANAGEMENT COMMITMENT

Forhill Limited recognises that its people are a critical component of its ability to deliver safe, innovative, reliable and customer-focused services.

Management is therefore committed to creating a culture in which employees are encouraged to ***learn, develop, share knowledge, improve competence and take responsibility for their professional growth.***

Training shall not be viewed merely as an administrative activity. It shall be treated as an investment in ***competence, safety, quality, productivity, innovation and sustainable business performance.***

39. DOCUMENT APPROVAL

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Date: January 01, 2026

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Mr. Gogo Macaulay, Chief Executive Officer
Date: January 01, 2026

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