

Internal Training and Development Policy

Purpose and aim

MaST believes that learning is a lifelong process. We are committed to ensuring that all members of the MaST team feel they are learning throughout their time with the Company. Creativity is at the heart of what we do and to create you need to be open to new ideas and concepts.

We ensure that all of our team members have access to any development and training opportunities they require to enable them to make the best use of their strengths within the team and also to discover other strengths they may not have known or believed they had. The flatter hierarchy structure in which we work, drawn from the established working patterns of the film and theatre industries, means that roles are clearly defined but not rigidly stuck to - with demarcation disputes seen as interruptions to effective collective work. This approach requires a significant level of agility in training provision. We believe that providing a working environment where continuous learning and personal development takes place at all levels and in all settings engenders innovation, growth and more practically helps with the employee value proposition - and hence staff retention.

MaST believes that effective training and development benefits the individual and the Company as a whole. These benefits include:

- Optimising of each member of the team's potential input
- Ensures increased job satisfaction for individuals which combined with specific skills training leads to high standards of work performance
- Continuous sharing of innovative ideas and dissemination of good practice
- Effective management and implementation of change
- Building the capability required for organisational growth direction.
- Building strong engagement in each project and delivery
- Ensures commitment to the values of the company and increased job satisfaction for individuals

Range of Training and Development Opportunities

There are many different types of activity that contribute to an individual's development - some are considered essential for all team members others are more role specific. Examples of these include, (but are not limited to):

- Induction to the Company and colleagues
- Culture and Values
- Health and Safety
- Company Policies and Procedures
- Undertaking a qualification

- Mentoring and Coaching
- Corporate Standards - including Anti-Bribery & Corruption and Company Law
- Data protection (in particular GDPR requirements)
- Cyber Hygiene
- Financial controls
- Social media management
- Experiencing our Digital offerings

All of the team, regardless of role or rank in the organisation, are expected and encouraged to take ownership and responsibility for their personal development in relation to work, within the framework of support provided by MaST. This includes continuously assessing their own skills, aptitudes, and potential development needs, as well as having an energetic, proactive and positive attitude to their own and others' personal development.

Equal Opportunities

MaST is committed to ensuring equality of learning opportunity, hence no one will be excluded from learning on the grounds of gender (including gender reassignment), marital status, religious belief, disability, age, racial grounds (race, colour, nationality or ethnic origin) or sexual orientation. Part time and fixed term staff have equal access to learning and development opportunities appropriate to their role. (For further information please refer to MaST's Equality and Diversity policy).

Responsibilities

Team Members

MaST believes that personal development is most effective when the individual takes proactive responsibility for identifying any opportunities for self-development which will enhance work performance through increased skills and knowledge.

Line Managers

Line Managers are responsible for assisting team members in identifying learning needs. They should ensure that these are reviewed on a regular basis through 1:1 meetings, team meetings and annual appraisals. Line Managers also have a responsibility to monitor and evaluate the effectiveness of any learning for those who have undergone training and development and ensure the effective implementation of skills gained.

Senior Management

Senior management are expected to have as much of a focus on continuous learning and personal development as all members of the team. Commitment to the importance of learning has to run through the whole company. They also however have responsibility to

ensure all possible learning and development opportunities are provided, resourced and taken up as a means to enable MaST to meet its business objectives.

HR Department

HR has a facilitation role in relation to training and development. This includes:

- Providing the tools to support training and development
- Advising and encouraging individuals and those with line management responsibilities on training and development matters
- Coordinating the delivery of certain training and development activities
- Help identify new areas of training and development needs
- Maintaining training records

Evaluation

Training and development activities will be evaluated, in respect of their effectiveness from both a Company and a personal perspective. On completion of any internal or external course the team member may be requested to complete a course evaluation form. HR is responsible for analysing any evaluation forms and any feedback provided with regard to the effectiveness of the training and development and any follow up action that may be necessary.

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