

## C4b – Recruitment and Capability

**How the applicant recruited, monitored and managed the capability of its workforce for the project.**

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"Excellent scores shall be awarded where:

- The applicant can demonstrate a robust and documented approach to workforce management supported by established and recognised best practices for recruitment.
- The applicant can demonstrate that robust processes are in place with regards to the performance management of its workforce from the beginning of the recruitment process to the end.
- The applicant has an established competency framework and skills matrix demonstrating industry standard qualifications required for the scope of work within the project.
- Details of how the supply chain/subcontractors are managed ensuring the same level of skills and competency as direct labour. "

Our recruitment strategy focuses on dedicated contract workforces ultimately reporting to a client focused Contract Director. All contract-specific staff are recorded within our Eploy system (which documents the staff job role during contract onboarding) with their time on the contract captured on Oracle. Our systems in place record that staff only work on the contract to which they are allocated and meet client expectation which is key to the successful delivery of the contract. We currently have 200+ directly hired operatives working on our Thames Water Smart Metering contract. Our established training and development processes and competency matrices to ensure our operatives, direct hires and subcontractors, are fully competent to fulfil their roles safely and efficiently and meet consistent high standards expected by MWS and Thames Water.

We draw on our recruitment arm, Work With Us, to actively source talent from within and beyond the utilities industry, including veterans who bring unique discipline and skills to the team. This inclusive hiring policy has contributed to our high staff retention rates, which we view as a measure of both employee satisfaction and service quality.

Our Contract Managers select subcontractors based on competence, delivery history, and client recommendations, ensuring a robust support structure. To respond to peak demands or additional requirements on the contract, we can rapidly mobilise additional experienced and competent resources from our extensive supply chain network.

We manage competency, qualifications, training and certification compliance through our framework team who utilise our award-winning TrainWithUs training portal, which provides a 'road map' governing each individual's training. Displayed on Power BI dashboards, this function monitors the validity of everyone's qualifications against our minimum standards and contract-specific training requirements; and allows us to develop project-specific training matrices to ensure each scheme is delivered by a competent workforce.

To monitor the competencies of our field operatives and ensure they have the skills required to meet our expectations, we operate a License to Operate scheme, where line managers visit sites to meet with operatives and assess them whilst they work during their probationary period. Operatives are asked to complete a questionnaire and, depending on whether they pass or fail, are then either 'licensed' to work for us or removed from site to receive additional coaching/training. Evidence of License to Operate is verified during contract inductions and included in Power BI dashboards.

Our general training and skills programme for the contract follows a competency-based approach in conjunction with our Thames Water Smart Metering skills matrix, which specifies competency and training requirements for relevant activities including, surveys, boundary box installation, fitting new meters, proving supplies, internal plumbing and customer-side leakage etc.

Our call centre operatives undergo a comprehensive two-week training programme, which includes classroom training and buddying before they become fully functioning agents, starting off first with the easier outbound calls before progressing to deal with incoming calls and complaints.

We ensure all our operatives, subcontractors and offices-based staff have attained the minimum and mandatory levels of training and accreditation we have set against each role; for example, mandatory training for plumbers includes:

- City & Guilds Basic Plumbing
- Driver Induction
- EUSR National Water Hygiene
- Thames Water Quality for 3<sup>rd</sup> Party
- Relevant Contract Induction
- Client-specific Safety Passports etc.
- UKATA Cat A Asbestos Awareness
- Water Division Company Induction (LearnWithUs)
- Emergency First Aid at Work
- EUSR Manual Handling
- EUSR SHEA Water
- NRSWA: O1 – Monitoring signing, lighting and guarding

All managers have IOSH and SMSTS safety qualifications as a minimum, and where appropriate, managers and supervisors have NEBOSH Construction Certificate, NRSWA Supervisors Course, SHE Management Systems Training, CDM Awareness, Environmental Duty of Care, HAVS and Noise Exposure Levels. Other role-specific courses we provide include Risk Assessment & Method Statement, CDM Awareness, SHEQ Awareness, First Aid at Work, Cat & Genny, Culture Behaviour Training, Customer Awareness, Office Based Management and Site Supervisors.