# Strategic Workforce Plan

**MOGAS DESIGN LTD**

**Document reference: MOGAS-SWP-001 • Version: 0 • Issue date: 16 October 2026 • Review: Annually and following material change**

## 1. Purpose and scope

This plan explains how Mogas Design Ltd maintains access to competent, sufficient and resilient resources to deliver mechanical engineering design, technical reviews, approvals/appraisals and associated gas-infrastructure consultancy services. It applies to both company directors and all independent subcontractors engaged to deliver work on behalf of the business.

## 2. Workforce operating model

Mogas is a small, director-led engineering consultancy with two working directors and no directly employed staff. Services are delivered remotely, supplemented by project-specific site visits. Specialist work is allocated to self-employed engineers or contractors operating through their own businesses, as appropriate. The directors retain responsibility for client relationships, scope, technical oversight, subcontractor selection, delivery coordination and quality control.

The company operates a flexible resourcing model rather than maintaining a permanent workforce sized for peak demand. Contract resources are engaged against confirmed project needs, subject to availability, competence, confidentiality, commercial suitability and any client-specific requirements.

## 3. Strategic workforce objectives

- Maintain sufficient qualified engineering capacity to meet committed project programmes and respond to new opportunities.
- Avoid dependency on any single external engineer, including by maintaining alternative contacts across key disciplines.
- Ensure all assigned work is undertaken by persons with appropriate competence, registrations, experience and authority.
- Manage project peaks, absences and unforeseen disruptions without compromising safety, compliance, confidentiality or quality.
- Develop access to additional skills in response to client demand, regulatory change and developing gas/hydrogen requirements.

## 4. Skills and capacity planning

The directors review the forward workload, tenders and confirmed commitments and map resource requirements by discipline, competence, expected hours and critical dates. The following capability categories form the basis for planning; individual availability and qualifications must be confirmed before work allocation.

| Discipline / capability | Typical work | Resourcing approach |
|---|---|---|
| **Mechanical / gas assets** | Pipeline and AGI design, design review, approvals and appraisals | Director-led, with specialist contractor support |
| **Stress / piping** | Stress assessment, pipework calculations and independent review | Pre-qualified specialists selected by scope |
| **Civil / structural / GI** | Civils interfaces, calculations, ground investigation coordination | Approved external engineering specialists |
| **Hazardous areas / DSEAR** | Area classification, ventilation and design appraisal | Competent specialist engineer(s) |
| **CAD / technical production** | Drawings, models and document production | Flexible drafting/design resource |

Resilience target: maintain a shortlist of approximately two to three suitable potential engineers or service providers per key discipline, where market availability permits. This is a planning objective, not a claim of guaranteed immediate availability.

The current shortlist, competence checks and live availability are maintained separately in a restricted supplier/resource register.

## 5. Forecasting and mobilisation

1. At tender/quotation stage: estimate discipline-specific workload, key competencies, delivery dates, review/approval dependencies and resource cost.
2. Before accepting a commission: check director oversight capacity and confirm availability of key delivery personnel; identify backup options for critical activities.
3. At project kick-off: document named responsibilities, deliverables, interface points, design checks and escalation arrangements.
4. During delivery: review workload and upcoming milestones regularly, adjusting allocation with client agreement where necessary.

## 6. Competence, selection and onboarding

Before engagement, Mogas assesses relevant qualifications, professional registrations (where relevant), demonstrable experience, discipline-specific authorisations, client-specific approval requirements and capacity. Scope, outputs, programme, fees, intellectual property, data security, insurance requirements and quality expectations are confirmed in writing. Subcontractors receive relevant project standards, specifications and applicable safety information and are expected to declare conflicts of interest or competence limitations promptly.

Assignments involving formal approval/appraisal or safety-critical judgement are allocated only to individuals whose current authorisation is suitable for the asset, discipline and pressure tier. Independence requirements are checked where applicable.

## 7. Continuity, succession and dependency management

The directors retain oversight of active projects and store essential working information in controlled cloud-based company systems, subject to secure access and backup arrangements. When a resource becomes unavailable, the directors assess incomplete tasks, access controlled records and approach a suitable alternative from the resource shortlist. Any replacement is briefed and checked for competence, independence and contractual suitability; programme or scope consequences are communicated to the client promptly.

Key-person risk is reviewed for both directors and critical subcontractors. No active commitment should depend entirely on an unverified alternative resource; high-risk dependencies are recorded and mitigations agreed before acceptance or as soon as identified.

## 8. Training and development

The directors identify development needs from changes to IGEM/network specifications, client feedback, technical review findings, professional requirements and emerging project opportunities. Continuous professional development (CPD) is encouraged and relevant learning is recorded. Subcontractors must maintain their own competence and statutory or project-required training; Mogas verifies evidence relevant to the work rather than assuming that an annual course alone demonstrates competence.

## 9. Workforce welfare, equality and ethical conduct

Work is allocated on objective criteria including competence, availability, performance and commercial suitability, without unlawful discrimination. Reasonable adjustments and accessibility needs are considered where relevant. The company expects professional conduct, appropriate working hours, safe site practices, fair and timely commercial treatment, and compliance with applicable UK employment-status, tax, modern-slavery and health-and-safety obligations. Contractor status is assessed according to the actual engagement arrangements.

## 10. Measures and review

| Measure | Review approach | Owner |
|---|---|---|
| **Capacity against confirmed work** | At tender acceptance and throughout active delivery | Directors |

| | | |
|---|---|---|
| **Back-up resources by key discipline** | Check shortlist and gaps at least annually | Directors |
| **Competence / approvals validity** | Check before allocation and at expiry | Project lead |
| **Delivery performance / rework** | Review after significant projects | Project lead |
| **Skills gaps / CPD actions** | Annual management review | Directors |

## 11. Implementation actions

- Maintain a restricted resource register recording discipline, contact, competencies, evidence checks, status and potential alternatives.
- Introduce a project-level resource and capacity check for new commissions.
- Maintain a documented competence/onboarding record for each subcontractor engagement.
- Review critical resource gaps and update contingency arrangements following each significant change in workload.

## 12. Accountability and approval

The company directors are accountable for implementation, proportionate record keeping and annual review. This plan's existence alone does not establish that any proposed resilience targets have already been achieved.

Approved by: Mohammed Fasiuddin Position: Director

Signature: Signed copy held on file – available on request. Date: 16/10/2026