

At I & H Brown, we believe in doing more than just equipping our employees with the minimum training that they need for their immediate job requirements. In a challenging environment of continuous change, we recognise that it is only through developing our people that the Company will achieve its objectives.

The development of our employees is a fundamental part of our business planning process. In addition to more experienced individuals, we offer opportunities to apprentices, work experience students, summer placements and graduates. We see great benefit in providing employees with the knowledge and experience they need to gain promotion within the Company.

Training and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It is a continuous process that encompasses many forms, such as:

- Company Induction
- Formal Courses
- Further Education
- Internal meetings
- Annual Appraisals
- Coaching and Mentoring

Our training and development scheme includes safety, technical, IT, environmental, energy efficiency improvements, commercial and personal development topics. The scheme operates in close conjunction with our formal appraisal system but has the flexibility to respond to needs identified by individuals or managers at any time. Through the programme, we also ensure that our people hold all of the formal accreditations necessary for their field of work.

Our annual employee appraisals are aimed at reviewing performance and at setting goals for career progression. The emphasis is very much on the promotion of personal accomplishment based on experience gained, lessons learned and the aspirations of the individual. Employee performance is assessed against key performance criteria that we have put in place for each role within the Company. An important element of the appraisal is the agreement of development objectives, from which are derived training needs for the forthcoming period.

The responsibility for identifying training and development needs and carrying out agreed training is shared between the employee and their Manager. We encourage our employees to show a positive attitude and proactive approach to development. We support individuals who seek to gain relevant professional qualifications, and we operate an Approved Training Scheme for the Institution of Civil Engineers.

To maintain best working practices the Company reviews this policy when necessary to reflect changes in legislation and industry standards and all Company policies are reviewed by the Board of Directors annually in June each year.

J SCOTT BROWN
MANAGING DIRECTOR

Date: June 2026