

Training and development policy

The Ogilvie Group is committed to excellence in people development in order to maintain and enhance its position as a first class employer. We aim to create a culture of learning throughout where individuals take responsibility in partnership with the Ogilvie Group for their development. The Ogilvie Group recognises the need to develop its people so that they are fully equipped to deliver the Company's business objectives; both now and however they may change in the future.

The Ogilvie Group recognises that effective training and development offers benefits to the individual and the organization as a whole, which ultimately contribute to the achievements of our objectives. These benefits include:

- Higher standards of work performance
- Greater understanding and appreciation of factors affecting work performance
- Sharing of ideas and dissemination of good practice
- Effective management and implementation of change
- Encouragement of team spirit
- Increased motivation and job satisfaction for the individual
- Greater understanding of the Ogilvie Group's business

The Ogilvie Group aims to ensure that:

- Stated objectives are met
- Career development is provided for all

Development needs are identified as part of the business planning process and reviewed regularly

- People are equipped with the technical skills required to provide leadership and management development to all managers
- Each member of staff understands what his or her work role involves
- Each person is developed to enable them to achieve their work objectives
- Staff are prepared and equipped to deal with changes in the Company
- Each individual is encouraged to develop his or her potential, both professionally

The Ogilvie Group upholds the principles of the training and development policy as follows:

- Training and development makes the Ogilvie Group a more effective organisation. Our continued success depends upon meeting the objectives set by the Board. This will be achieved by staff who are competent in their roles
- 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 encompasses a range of activities

including, for example, involvement in various projects, attendance at training courses, conferences and seminars, work shadowing, formal study, coaching and mentoring

- The Ogilvie Group believes that training and development is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working lives
- Our approach to the provision of training and development is to consider the development needs identified and how these should be met. This is in line with our definition of training and development, focusing attention on development activities that add value to the business, enabling the Ogilvie Group to meet its strategic objectives
- The responsibility for identifying training and development needs and carrying out the agreed training and development activity is shared between the line manager, H R and staff. The Ogilvie Group will encourage and support appropriate training and development. Reasonable time and financial support may be allocated.
- Line managers are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action can be taken as a result.
- Each member of staff is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by the Company. This includes analysing one's own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development
- The Company is committed to the creation of training and development opportunities for all staff, and will work to ensure equality of opportunity across all training and development activity. Equal opportunities will be monitored specifically and reported to the Board on an annual basis
- The Ogilvie Group will monitor and evaluate training and development activity so as to continually learn and improve provision. All staff is expected to participate in the evaluation of training and development.

This training and development policy provides the framework within which decisions can be made and supported with regard to the development of individuals and groups within the organisation.