Thomas Armstrong (Construction) Ltd.

Training & Development Policy Statement

Thomas Armstrong (Construction) Ltd. is committed to training and developing its people to ensure that all employees have the skills, qualifications, knowledge, competence and attitude to continue delivering business objectives and to develop their full potential. We recognise that continuous training and the development of skills are essential to the continued efficient and effective operation of a sustainable business.

The ultimate responsibility for training rests with the Company's Board of Directors, and they:

- Encourage a positive culture of innovation and learning within the company.
- Maintain a competent, trained and motivated workforce with the appropriate skills, knowledge and experience necessary to fulfil their roles and responsibilities.
- Ensure an effective delivery of mandatory training where industry standards are recognised.
- Ensure the workforce are working safely and minimising impact on the environment by following best practice guidelines and complying with relevant Health, Safety and Environmental legislation.
- Ensure equality of access to all for development opportunities.
- Review and identify training and development needs as part of the business planning process to ensure attention is focused on the development activities that add value to the business enabling the company to meet its strategic objectives.
- Regularly monitor and evaluate the effectiveness of training and development activities to continually learn and improve provision.
- Ensure training will be undertaken using competent trainers and where necessary licensed training organisations.
- Employ a Training Co-ordinator for the implementation of this Policy.

The skills and experience of the site labour pool is regularly reviewed by the Resources Co-ordinator, in collaboration with the Training Co-ordinator and Directors. Training remains a standing agenda item at management meetings to ensure that any project-specific training needs are promptly identified and addressed.

All employees are expected and encouraged to take ownership of their personal development in relation to their roles, supported by the framework and resources provided by the company.

Thomas Armstrong (Construction) Ltd. defines Training and Development as any activity aimed at enhancing individual effectiveness at work by improving, updating, or refining knowledge and skills. This includes a wide range of initiatives such as inductions, toolbox talks, hands-on experience, formal training courses, conferences, seminars, site visits, work shadowing, formal study, coaching, and mentoring.

Where appropriate, the company also extends relevant training and development opportunities to subcontractors to ensure alignment with our standards, promote safe working practices, and support consistent quality across all projects.

This Policy is communicated to all employees and is available to relevant interested parties via our website: **www.thomasarmstrongconstruction.co.uk**

This policy shall be reviewed annually and is authorised for issue by:

D. Atkinson.

David Atkinson, Managing Director

Date: 26 October 2026