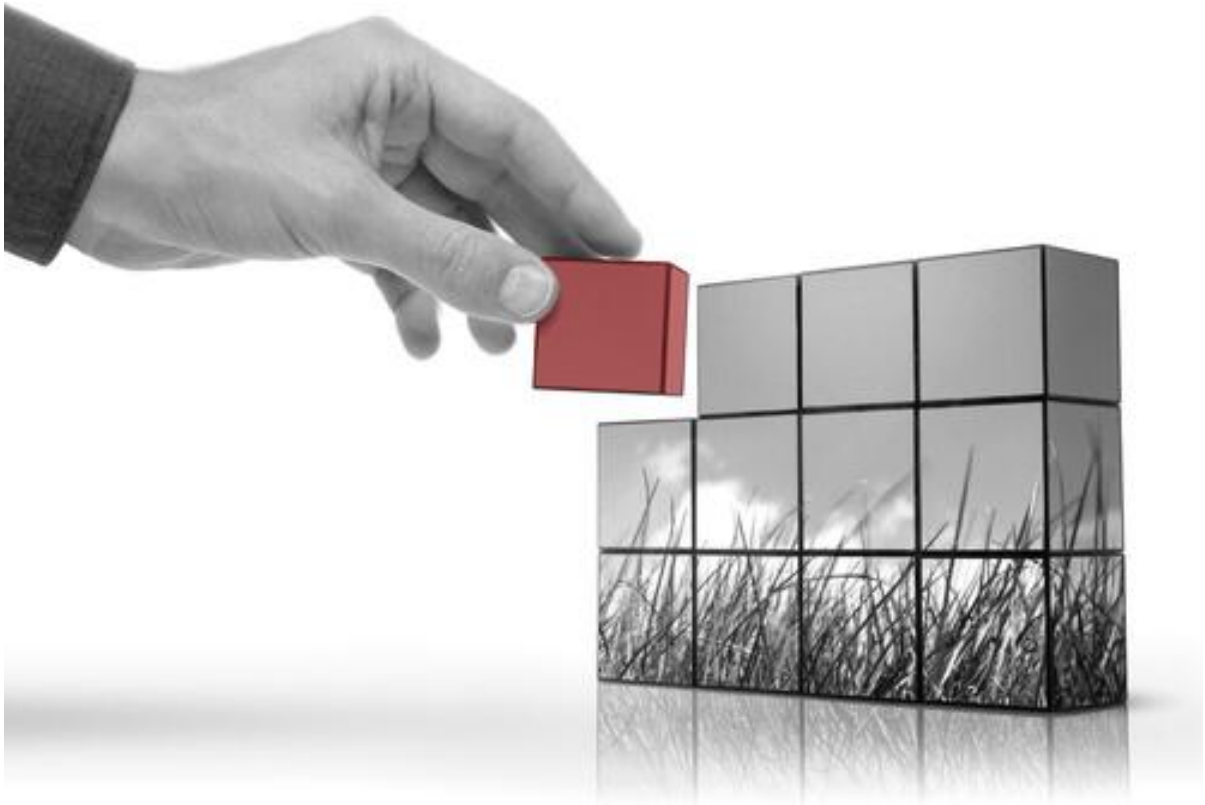

Corporate Social Responsibility Policy

Currie & Brown

June 2014

Foreword

It is with great pleasure that I present Currie & Brown's *Corporate Social Responsibility* (CSR) policy, which highlights the strong links between Currie & Brown's service activities and the benefits they bring.

Although we have been practising most aspects of CSR for many years, we recognise that we still have further work to undertake. To measure and improve our contribution we will be developing demanding performance measurement criteria to compare our future achievements against the highest industry standards.

This is the ethos we adopt in the delivery of all our projects; we would not approach CSR in any other way.

Currie & Brown staff are committed to ensuring the success of CSR implementation throughout the company. We aim to be the best in our industry and this document sets the course towards our goals.

Euan McEwan

Group Chief Executive Officer
Currie & Brown Holdings Limited

Consider the environment. Please don't print this document unnecessarily.

Contents

Our approach..... 4

Our values..... 5

Our employees..... 6

Our work in the community..... 9

Our commitment to sustainability..... 10

Our integrity..... 11

About this policy

This policy is a part of our drive to bring an inclusive and transparent approach to the issues that affect our business, and how we manage them. We are committed to instilling the values contained here across Currie & Brown.

Our approach

Currie & Brown is committed to a formal CSR policy to support the business strategy of the group. This report details our current position and highlights the measures that have been in place for many years, such as our progressive employment and sustainability practices, and addresses our future goals.

We see CSR as important to our successful and long-term relationships with employees, clients, and the communities within which we work. We believe CSR covers all aspects of corporate governance; it is about ensuring we conduct our business in an ethical way, taking into account our impact economically, socially, environmentally and in terms of individual human rights. We understand that our business actions affect local communities, and we take care to ensure our impact is positive where possible, and minimised where necessary.

As an international organisation, our responsibilities extend to protecting often delicate environments, and we aspire to ensure good labour standards and practices in all our suppliers and offices.

CSR leadership

Driven by full Board sponsorship, with support from our central HR function, we are ensuring that our CSR policy will be firmly embedded in our organisation's culture. Our approach is designed to develop improvement actions and awareness amongst our staff at all levels, allowing them to support our values and behaviours.

Performance criteria will be developed to measure and improve the contribution that we make in all aspects of our approach to CSR. Progress against our CSR targets will be monitored by people and business development groups across the business.

Our goals

- To assist our clients to achieve optimum benefit in asset management
- To guide our staff to realise their full potential through a structured development programme
- To improve the living and learning standards within the community in which we work
- To provide clarity and value to shareholders in the company
- To promote environmental awareness

Our values

Currie & Brown has a firm set of organisational values that encompass everything we do. Our values were established through an organisation-wide values questionnaire survey and a series of values workshops, which involved members of staff at all levels. Currie & Brown is justifiably proud of this bottom-up approach, an approach that has ensured our values reflect both our business and staff.

We positively promote these values in our activities and places of work. We also believe that by using the values statements as a road map, Currie & Brown will be able to create and sustain a competitive advantage and strengthen itself day by day, therefore meeting and exceeding the current and future demands placed upon us.

Clients - we treat clients the way we would want to be treated

- Do what is right for the client
- Build enduring relationships
- Always make it easy to do business with us
- Communicate effectively and regularly

People - we care for our people through a challenging and supportive working environment

- Encourage entrepreneurship and think creatively
- Respect the opinions of others
- Promote open and constructive feedback
- Manage performance firmly and fairly
- Recognise and reward achievement

Excellence - we strive for excellence

- Exceed the expectations of customers and colleagues
- Conduct all business with integrity and professionalism
- Think ‘Team’
- Encourage learning and self-development
- Embrace change willingly

Sustainability - we care about the effect we have on the environment

- Minimise the environmental impact of our business
- Ensure working environments are healthy and safe
- Cut out extravagance and waste
- Minimise our carbon footprint

Our employees

Our services are based on our expertise, and our staff are our most valuable resource. In the highly competitive environment in which we work, the skills and efforts of our staff are essential to achieve our goals. Currie & Brown believes it is imperative that our staff are nurtured and allowed to grow to meet not only the company's goals, but their own as well. We have a range of policies designed to look after our staff and their needs.

Equal opportunities

Currie & Brown believes in fair and equitable treatment for all employees and for all applicants for employment. We regard this as a commitment to make full use of the talents and resources of all employees, and to provide an environment which will encourage good and productive working relationships throughout the company. We aim to afford equal access to any employment opportunities according to an individual's ability, free from any arbitrary or unjustified considerations. This includes selection for employment, promotion, training, development or any benefit.

To this end, Currie & Brown believes that all employees should be given equal treatment without prejudice or discrimination by reason of race, colour, nationality, religious belief, gender, sexual orientation, marital status, age, disability, national or ethnic origin, or any other criteria that cannot be shown to be justifiable.

Dignity at work

Currie & Brown believes that every employee is entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated, whether engaged in by employees or by outside third parties who do business with the company. Performance will be managed firmly and fairly; achievement will be recognised.

Health and safety

As an employer and a specialist in construction and physical assets management, we recognise the need for a healthy and safe environment. We are committed to providing a safe workplace for every employee or visitor to any one of our sites. In addition to the legal requirements imposed on any company, we have well-developed policies and procedures to reduce any potential health and safety risks to as near negligible as practicable; and if an incident should occur our policies here are just as well maintained.

Our health and safety policies are detailed to new members of staff when they join, and they are kept informed of any changes or developments throughout their time at Currie & Brown. Ensuring health and safety at work is an essential part of office management duties and it is considered to be the responsibility of all members of staff to keep the office safe and hazard-free.

*Currie & Brown recognises the critical importance of maintaining a **supportive** and healthy workforce who are **dedicated** to our core values and beliefs.*

Development

Our employees have a fundamental right to know what the business expects of them and how they are doing. This means clearly identifying the job requirements of every individual, detailing the skills, competencies, qualifications and experience required to carry out their job to maximum effectiveness and ensuring that they have every opportunity to develop.

The in-house personal development review (PDR) process has been designed to agree and evaluate what is required of every employee through setting objectives and targets in line with the company's strategic direction, identifying skills gaps and development needs. We also use the PDRs to feed into a company training and development plan so that we know what skills we have available to us and where we have skills gaps and training needs. The PDR has been designed by a working group of Currie & Brown employees in consultation with the whole of the business. Consequently, we have a system that reflects both our culture and our aspirations and contributes towards achieving a culture of high performance that will benefit employees, the company and our clients.

All employees have the opportunity to discuss their performance and career aspirations on a regular basis with their line manager, both informally and by receiving formal quality time at the PDR meetings. No one will undertake a PDR until they have received the relevant training to ensure the process works correctly.

Currie & Brown has a strong commitment to providing training and development opportunities to our staff. This is essential to ensure that staff are able to maximise their potential, and allows access to a reservoir of latent talent which provides long-term benefits both to the individual and the company. Employees are keen to participate, being aware of the personal, team and organisational benefits, and are encouraged to take responsibility for their learning.

Our ongoing programme of training and development supports the ever-changing needs of the business. This includes formal and informal activities, including lunchtime seminars which keep staff abreast of latest developments, e-learning, structured courses and network events.

Many of our staff either hold degrees, or have taken their learning further by obtaining relevant technical and professional qualifications. In line with our commitment to create an environment of continuous development, Currie & Brown's educational support policy has been designed to help employees further their formal education in a field which will benefit the employee and the company.

It is also fundamental to maintain the highest professional standards. We are proud of the resources and support provided to facilitate professional MRICS qualification through successful completion of the Royal Institution of Chartered Surveyors' (RICS) assessment of professional competence (APC). This has been mirrored by the commitment of the participating employees and has produced outstanding results. We also support both technical and support staff in attaining other appropriate professional qualifications.

*We know that our staff are our company, and Currie & Brown has a strong **commitment** to provide the best range of **opportunities** to our staff.*

Recruitment

The recruitment of the best possible staff into Currie & Brown is essential to the long-term success of the business. Our relationships with universities and other centres of learning, including lecturing and providing academic prizes, have allowed us to attract new graduates through work experience schemes and careers fairs. Our market presence and reputation means that when advertising for new positions we are never short of highly qualified applicants.

Human rights

Currie & Brown is an international company, and so we operate in countries with varying customs, beliefs and labour standards. However, we are committed to providing consistently high employment standards for all our staff, wherever they are based. In addition we are prepared to assume controlling responsibility for labour practices along any of our supply chains within the scope of the company's influence, maintaining our high standards wherever possible.

Personal behaviour

Our staff are our company, and Currie & Brown expects courteous, professional behaviour from all our staff in all aspects of their professional life. Whether in a business or social situation when representing Currie & Brown, staff are required to be mindful of this fact and behave accordingly, demonstrating a responsible attitude towards the company, its assets and property, other employees, clients, suppliers and the general public.

Our work in the community

Currie & Brown aims to contribute to the economic, social and environmental well-being of any community in which we operate, where possible. While our appointed role will contribute to local communities by providing local employment and infrastructure that allow communities to develop, our goal is to go above and beyond this; to deliver improvements to all stakeholders, whether directly involved or not.

We will always act in a socially responsible manner when undertaking any project, and we encourage all our partners to engage with the local community in their areas of operation.

As a company we recognise our responsibilities and contribute to local communities, giving time and resources for the benefit of others: a practice strongly supported and encouraged in individuals as well.

Individually, many Currie & Brown staff give freely of their time in support of local initiatives or groups. Several members of staff sit on schools' governing bodies or participate in the running and maintenance of facilities. Others offer their talents and time to local music, religious, cultural, community, youth and sports groups and charities, all activities which are encouraged by Currie & Brown. We also sponsor several local community football teams.

Many of our staff are active in professional institutions, an activity that Currie & Brown is keen to promote and encourage. We aim to help our staff's careers in any way possible, with a goal to retaining and developing our staff to become the best they can, in turn helping us to grow.

Our commitment to sustainability

As a business, we are acutely aware of the need to take account of social regeneration alongside physical regeneration if we are to achieve sustainability.

As an asset management and construction consultancy, we recognise the key role to be played by good planning, mixed usage of property and community engagement in the development process. At an early stage these key factors need to be built into the feasibility cost plan, monitored and developed to avoid their dismissal on cost grounds later.

This understanding of the need for sustainability and how these issues relate to our core services is a fundamental part of our project approach. We have, for a long time, been a market leader in the fields of construction and physical assets management, and by driving the goal of final sustainability throughout the development life of a project, we are now offering what we see as the complete package.

Our approach includes the development of ‘strategic briefs’ to bring together often years of work to learn as much as possible about the end users and the current services provided to the community before considering design. The design must be as inclusive as possible, considering mobility, safety and accessibility issues from the very beginning of development to offer a seamless and integrated service.

By incorporating flexibility and dual use into the design, the life of a building can be dramatically extended, reducing the need for costly and wasteful redevelopment of the site in the future. This allows the site to adapt to future requirements, without causing upheaval in the local community.

We believe that the built environment has an important influence on the possibilities available to its users, and it is therefore crucial that the design reflects the vision and the core needs of the project. By taking into account the architectural significance of the setting we can encourage pride in the local environment, building community cohesion.

Our integrity

Currie & Brown has grown into a market leader in the asset management and construction fields, a position that requires the utmost integrity in all aspects of our business. Our core values insist on proper conduct at all times, as it is this on which our staff, and by extension, the company as a whole will be judged.

Currie & Brown has established long-term relationships across all of our business sectors, from large corporate clients to small but key firms in the supply chain. We take pride in these relationships and the fact that our partners can trust us to enable their own goals to be met.

Business ethics

Ethical corporate conduct in all aspects of our business is integral to our CSR commitments and to our ongoing success as a company. Currie & Brown operates a clear, unequivocal approach to dishonest business practices: they will not be tolerated. We demand complete business integrity in each and every aspect of our business.

Currie & Brown staff are forbidden to, directly or indirectly, offer or attempt to obtain any payments, gifts or inducements for the purposes of securing any improper business or other advantage. Our staff are required to adhere to the rules and norms of their place of work.

Open reporting

We expect that not only all our staff, but also our sub-contractors, consultants, and other business partners who suspect any wrongdoings or matters of serious concern, should be able to discuss any issues with senior members of staff with guaranteed confidentiality and without fear of reprisal or penalty.

The group company secretary is responsible for the internal investigation into any such issues, who then reports to the main board. The confidentiality of the individual who raised the concern is maintained at all times. All employees at any level are expected to co-operate fully with any investigation to ensure the fairness and accuracy of any conclusion.

Competitive practices

Currie & Brown has strict guidelines on competitive practices, and always adheres to any "competition" or "anti-trust" laws that have been enacted in any of our operational locations. These laws or any other competition rules prohibiting restraints of trade will always be followed with strict compliance when entering into agreements with competitors, customers or suppliers in the marketplace, and even the appearance of any possible malpractice is avoided. Conduct which is to be avoided includes territory allocations or divisions, predatory pricing, exclusive dealing arrangements, cartels, forced inclusion of separate products, and misleading advertising.

Currie & Brown asks for

Legal trading

Currie & Brown is an international company operating under many different sets of legal requirements at any one time. In each of the countries in which we operate, we comply with any and all applicable laws relating to employment and employment conditions. We also determine how these laws complement our own ethical and legal trading policies, a consideration which is taken into account before any new project is entered into.

We take care to ensure that the differences in legal requirements between one place of operation and another are fully understood. Some activities may be legal in some market situations and illegal in others, and additionally some practices may be acceptable to one client and not to another. It is the understanding of these complexities that has enabled us to expand globally.

Fraud

Fraud is the act of deliberate deception, misstatement or omission, usually for the purpose of personal gain, to the loss or damage of another party. Currie & Brown regards any fraud, committed or attempted, by any member of staff very harshly, and disciplinary proceedings would be entered into if necessary. In the event of any suspected fraud being committed by a sub-contractor or other partner, the relationship would be quickly examined under any terms of agreement, with the maximum possible action being termination.

False or deliberately distorted information will not be given in the course of commercial negotiations.

If any laws have been breached in the course of committing any fraud, the company will contact the relevant authorities.

Information security

The trust shown to us by any individual is important to us. Currie & Brown understands the need for confidentiality both internally and externally, be it in correspondence, documentation or in the information discussed during a normal working day. We have ‘clear desk’ policies in force to prevent potentially confidential information being obtained by unwanted parties, and have facilities in each office to effectively destroy sensitive information.

The confidentiality of information received in the course of business will be respected and never used for personal gain. In the course of a number of our commissions many of our staff have been vetted and signed the Official Secrets Act (UK) or similar non-disclosure agreements. These agreements are to be honoured at all times, even if information is requested from within the company. Intellectual property will be honoured and approval sought and credit given if this information is subsequently used.