

People Policy

OHI Group Corporate Policy

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1. Purpose

At OHI Group, our people are our greatest strength. Their knowledge, capability, integrity, and commitment enable us to deliver exceptional outcomes for our customers, create sustainable value for our stakeholders, and contribute positively to the communities in which we operate.

The purpose of this People Policy ("Policy") is to establish the principles that guide how OHI Group attracts, develops, supports, engages, rewards, and retains its people throughout the employee lifecycle.

This Policy reflects our commitment to creating a workplace where individuals are respected, valued, empowered, and provided with opportunities to achieve their full potential.

As one of the GCC's diversified business groups, operating across engineering, construction, industrial services, manufacturing, technology, marine, mobility, and related sectors, OHI Group recognises that long-term business success depends upon attracting and developing talented people, fostering inclusive leadership, promoting employee wellbeing, and maintaining a culture founded on integrity, accountability, collaboration, and continuous improvement.

This Policy establishes the standards and expectations that support responsible people management across OHI Group and forms an integral part of our governance framework.

It supports the implementation of the OHI Group Code of Ethics and Business Conduct, Human Rights Policy, Sustainability Policy, Health, Safety, Security and Environment (HSSE) Policy, and other related corporate policies.

Our approach is informed by internationally recognised principles relating to employment, labour rights, diversity, leadership, and responsible business, including:

- International Labour Organization (ILO) Core Conventions
- United Nations Universal Declaration of Human Rights
- United Nations Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises on Responsible Business Conduct
- United Nations Global Compact
- Applicable labour and employment legislation in the countries where OHI Group operates

Where local legislation provides higher standards than this Policy, OHI Group will comply with the higher standard.

Through this Policy, OHI Group reaffirms its commitment to building a workplace where people feel safe, respected, supported, engaged, and inspired to contribute to the Group's long-term success.

2. Scope

This Policy applies to OHI Group and all subsidiaries, controlled entities, and business units operating across the GCC.

Where OHI Group participates in joint ventures, partnerships, or other business arrangements in which it does not have operational control, the Group will encourage the adoption of principles consistent with this Policy.

This Policy applies to all individuals employed by OHI Group, including:

- Members of the Board of Directors
- Executive Leadership Team members
- Permanent employees
- Fixed-term employees
- Temporary employees
- Agency workers
- Apprentices, graduates, interns, and trainees
- Secondees

While suppliers, contractors, consultants, and other third parties are not directly governed by this Policy, OHI Group expects them to uphold standards consistent with our Code of Ethics and Business Conduct, Human Rights Policy, Supplier Code of Conduct, and other applicable corporate policies.

This Policy should be read in conjunction with all supporting People & Culture procedures relating to recruitment, performance management, learning and development, employee relations, reward, wellbeing, disciplinary matters, grievances, and employee engagement.

Where contractual obligations or applicable legislation impose higher standards than those contained within this Policy, OHI Group will comply with the higher standard.

3. CEO Statement

At OHI Group, our success is built on the capability, commitment, and integrity of our people.

Across our businesses and geographies, our employees bring the expertise, innovation, and dedication that enable us to deliver value for our customers, partners, stakeholders, and communities.

This People Policy establishes our commitment to creating a workplace where everyone is treated with respect, supported to grow, and empowered to contribute.

It defines the standards we expect from ourselves as leaders and colleagues and reinforces our responsibility to build a culture founded on trust, accountability, inclusion, and continuous improvement.

Our ambition is to create an organisation where talented people choose to build their careers, where leaders inspire performance, and where every individual understands their role in shaping the future of OHI Group.

4. Our People Commitment

At OHI Group, we believe that exceptional organisations are built by exceptional people.

We are committed to creating an environment where individuals are treated with dignity and respect, encouraged to contribute their ideas, supported in their professional development, and recognised for their achievements.

We seek to build a workplace where everyone has the opportunity to succeed while contributing to the sustainable growth of the Group.

OHI Group is committed to:

- Attracting and retaining talented people who share our values
- Providing fair, lawful, ethical, and responsible employment practices
- Promoting equal opportunity, inclusion, and respect for diversity
- Creating safe, healthy, and supportive working environments
- Investing in learning, capability building, and professional development
- Developing future leaders and strengthening succession across the Group
- Recognising and rewarding performance, innovation, and collaboration
- Encouraging open communication, employee engagement, and continuous feedback
- Supporting employee wellbeing and work-life balance where operationally practicable
- Embedding ethical behaviour and accountability throughout the organisation
- Respecting internationally recognised human rights
- Fostering a culture of innovation, continuous improvement, and lifelong learning
- Enabling our people to contribute positively to the communities in which we operate

OHI Group is committed to creating a positive employee experience throughout the employment lifecycle, from recruitment and onboarding through development, recognition, career progression, and departure.

Every employee contributes to the success of OHI Group. By investing in our people and creating opportunities for growth, we strengthen organisational capability, enhance resilience, and build a business that continues to deliver sustainable value for future generations.

5. People Principles

At OHI Group, our people are central to our long-term success.

These principles define the behaviours expected from everyone at OHI Group and provide the foundation for our culture, leadership approach, and employee experience.

5.1 Respect, Dignity and Inclusion

OHI Group is committed to creating a workplace where every individual is treated with dignity, fairness, courtesy, and respect.

We value the diversity of our workforce and believe that inclusive workplaces foster collaboration, innovation, and stronger business performance.

We are committed to:

- Treating every individual with dignity, fairness, and respect
- Promoting equal opportunity throughout employment
- Maintaining workplaces free from discrimination, harassment, bullying, victimisation, intimidation, and abuse
- Respecting cultural diversity, individual beliefs, and different perspectives
- Creating an environment where everyone feels valued, included, and able to contribute

5.2 Merit, Fairness and Equal Opportunity

Employment decisions at OHI Group are based on merit, qualifications, competence, performance, values alignment, and business requirements.

We are committed to:

- Recruiting, developing, and promoting people fairly and objectively
- Providing equal access to employment, development, and career opportunities
- Recognising individual performance and contribution
- Supporting fair and transparent employment practices
- Removing unnecessary barriers that may prevent individuals from achieving their potential

5.3 Leadership and Accountability

Leadership shapes culture.

Every leader has a responsibility to create an environment built on trust, integrity, collaboration, and accountability.

Leaders are expected to:

- Demonstrate OHI Group values through their actions and decisions
- Lead by example with honesty, professionalism, and respect
- Foster open communication and constructive feedback
- Support employee development and wellbeing
- Create inclusive, high-performing teams
- Hold themselves and others accountable for ethical behaviour and performance
- Address inappropriate behaviour, poor performance, and cultural risks
- Develop future capability through coaching and succession planning

5.4 Learning, Development and Growth

OHI Group believes that continuous learning is essential to individual success and organisational excellence.

We are committed to:

- Providing opportunities for professional and personal development
- Supporting technical, leadership, and professional capability building
- Encouraging lifelong learning and knowledge sharing
- Developing future leaders through structured succession planning
- Enabling employees to adapt to changing technologies, business needs, and industry developments

5.5 Health, Safety and Wellbeing

Protecting the physical, psychological, and social wellbeing of our people is fundamental to OHI Group's values and operational excellence.

We are committed to:

- Providing safe and healthy workplaces
- Promoting physical, mental, and emotional wellbeing
- Supporting psychological safety and respectful working environments
- Empowering employees to raise concerns without fear of retaliation
- Encouraging employees to stop unsafe work
- Integrating wellbeing into our broader people and business strategies

5.6 Collaboration and One OHI

We believe the best outcomes are achieved through collaboration, mutual respect, and shared purpose.

We are committed to:

- Encouraging teamwork across business units and operating companies
- Sharing knowledge and best practice
- Building trusted relationships across functions and geographies
- Supporting innovation through collaboration
- Working together to achieve common goals and deliver value for customers and stakeholders

5.7 Innovation and Continuous Improvement

OHI Group encourages curiosity, innovation, and continuous improvement at every level of the organisation.

We are committed to:

- Encouraging employees to contribute ideas and challenge existing ways of working
- Supporting responsible innovation and digital transformation
- Learning from experience and sharing lessons across the Group
- Improving the effectiveness of our people practices
- Recognising innovation that contributes to organisational success

5.8 Ethical Behaviour and Professional Conduct

Every employee has a responsibility to uphold the highest standards of integrity and professionalism.

We are committed to:

- Acting honestly, ethically, and responsibly
- Complying with applicable laws, regulations, and Group policies
- Respecting confidential information
- Avoiding conflicts of interest
- Speaking up where unethical behaviour or misconduct is observed

5.9 Recognition, Engagement and Performance

We believe engaged employees perform at their best and contribute to a positive workplace culture.

We are committed to:

- Recognising individual and team achievements
- Providing constructive feedback and regular performance discussions
- Encouraging employee participation and engagement
- Supporting career progression and internal mobility
- Building a culture where people feel valued and motivated to succeed

5.10 Sustainability and Social Responsibility

Our people play an essential role in delivering OHI Group's sustainability ambitions and creating long-term value for our stakeholders.

We are committed to:

- Embedding sustainability into everyday decision-making
- Encouraging responsible business practices
- Supporting our Human Rights Policy and Sustainability Policy
- Contributing positively to the communities in which we operate
- Building a resilient organisation that creates lasting economic, social, and environmental value

6. Employment Practices

6.1 Recruitment and Selection

OHI Group is committed to attracting and selecting people based on capability, experience, qualifications, values alignment, and business requirements.

Practices include:

- Fair, transparent, and merit-based recruitment
- Equal opportunity
- Workforce planning
- Appropriate background screening
- Immigration and right-to-work compliance

6.2 Employment Conditions

OHI Group provides employment conditions that comply with applicable legislation and reflect responsible employment practices.

Practices include:

- Written contracts
- Probation arrangements
- Working hours
- Leave entitlements
- Remuneration and benefits
- Fair reward practices
- Compliance with labour laws

6.3 Learning and Career Development

OHI Group supports employees in building capability and achieving their career aspirations.

Practices include:

- Professional development
- Leadership programmes
- Succession planning
- Professional memberships
- Career pathways
- Internal mobility

6.4 Performance Management

OHI Group promotes a culture of accountability, continuous feedback, and development.

Practices include:

- Clear objectives
- Continuous feedback
- Performance reviews
- Development planning
- Recognition
- Accountability

6.5 Employee Wellbeing

OHI Group supports employee wellbeing through:

- Physical wellbeing initiatives
- Mental wellbeing support
- Work-life balance
- Employee assistance programmes
- Psychological safety

6.6 Employee Relations

OHI Group encourages open, respectful, and constructive employee relations.

Practices include:

- Open communication
- Grievance resolution
- Speak Up channels
- Respectful workplaces
- Consultation and engagement

6.7 Leaving OHI

OHI Group manages employee departures professionally and respectfully.

Practices include:

- Resignations
- Retirement
- Exit interviews
- Knowledge transfer
- Confidentiality obligations

7. Governance and Accountability

Board of Directors

Provides oversight of the Group's people strategy, culture, and organisational capability.

CEO and Executive Leadership Team

Responsible for embedding this Policy and ensuring leadership accountability across OHI Group.

People & Culture Function

Responsible for developing supporting procedures, providing guidance, monitoring implementation, and supporting continuous improvement.

Leaders and Managers

Responsible for applying this Policy, demonstrating expected behaviours, and creating positive workplace environments.

Employees

Responsible for acting consistently with OHI Group values and contributing to a respectful, ethical, and inclusive workplace.

8. Implementation, Monitoring and Review

OHI Group will support implementation of this Policy through:

- Communication and awareness
- Leadership engagement
- Employee training
- Supporting People & Culture procedures
- Monitoring and reporting
- Continuous improvement initiatives

The effectiveness of this Policy will be reviewed periodically to ensure it remains aligned with organisational objectives, stakeholder expectations, and evolving best practice.

This Policy will be reviewed at least every two years or earlier where significant changes occur.