

# **Group Health, Safety, Environment and Energy (HSE) Policy**

**POLICY DOCUMENT**

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**DP WORLD**

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## Introduction

The Group HSE Policy:

- Sets the goals and outlines the Group's commitments to HSE, performance, and continual improvement.
- Defines the mandate, responsibilities and authority of the Group HSE Department.

Its implementation helps ensure:

- The health and safety of all workers, relevant stakeholders, and the communities in which the Group operates.
- That the Group's activities, products, processes and services do not harm the environment.
- The responsible and efficient use of the Group and relevant stakeholders' interests.

## Purpose

The Policy is intended to clearly communicate the Group's HSE priorities to stakeholders, reinforcing that HSE is an integral part of our operations.

The Policy, complemented by the HSE SPO2 Documented Information Standard, forms a core component of the Group HSE Management System. It establishes a framework for setting and reviewing HSE objectives and targets, and outlines the actions the Group undertakes to protect people, the environment and assets.

## Scope

The Group HSE Policy applies to:

- **The Company's Board of Directors**  
The Board holds the responsibility and authority to advise and/or provide guidance on the Group HSE Policy, including the associated objectives and targets, to ensure alignment with the Group's HSE priorities in business decision-making.
- **All operating entities** under the operational control of the Group.
- **All individuals working on behalf of the Group**, including employees, contractors, sub-contractors, workers, consultants, third parties and other relevant stakeholders.

## Policy

The Group HSE Department is responsible for communicating and overseeing the implementation of this Policy and the Group HSE Management System (HSEMS) across all operations. This includes managing and addressing all relevant reported instances of non-compliance or deviation related to the Group HSE Policy.

All Regional Offices / Group Companies and Operating Entities within the Group are responsible for adhering to the Policy and the HSEMS requirements.

The Group HSE Department has the authority to intervene in cases of non-adherence - whether deliberate or unintentional - to the Group HSE Policy by any operating entity under the operational control of DP World. The intervention strategy and approach will be at the reasonable discretion of the Global Executive Vice President – Health, Safety & Environment (Global EVP HSE), in consultation with relevant executive management and the Group Executive Safety & Environment Committee (GESEC) and will be proportionate to the level of risk posed by the non-compliance.

Any exceptions or deviations from the requirements stipulated above must be justified and documented by the requesting Regional Office / Group Company or Operating Entity, and approved by the Global EVP HSE. If consensus cannot be reached, the matter may be referred by the Global EVP HSE to relevant executive management for further review.

Copies of the Group HSE Policy must be clearly posted or displayed in key workplace locations (e.g. canteens) and made available on both the local intranet and external website (DP World) platforms to enhance awareness and demonstrate the Group's commitment to HSE.

## 1. HSEMS<sup>1</sup>

The HSEMS is the overarching, integrated Health, Safety, Environment and Energy Management System applied across the DP World Group.

Click [here](#) to access the HSEMS on connexions.

The Group HSE Department is responsible for defining and developing the HSEMS in alignment with the Group HSE Policy.

### HSEMS Elements

The HSEMS is structured around the following elements:

- **Leadership:** Processes that demonstrate leadership and commitment to HSE, including clearly defined responsibilities and accountabilities.
- **Planning:** Approaches for identifying, assessing, and managing HSE risks and opportunities.
- **Support:** Processes that enable effective implementation of the HSEMS through appropriate documented information, resources, communication and competence.
- **Operation:** The minimum HSE requirements necessary to fulfill the Group's HSE Policy commitments and achieve objectives and targets.
- **Performance Evaluation:** The methods to evaluate the implementation, performance and effectiveness of the HSEMS.
- **Improvement:** Actions to effectively address non-conformities and drive continual improvement.

### HSEMS Hierarchy

The hierarchy of the HSEMS is structured as follows to support consistent implementation across all operations:

- **Group HSE Policy:** Statement of commitment to caring and fostering a zero harm culture.
- **HSE Pillars:** The critical components that support in achieving zero harm goals. The HSE Pillars apply across all aspects of our business.
- **Standards and Protocols:** Mandatory HSE requirements that apply to all Group work locations and workers. The Standards include:
  - **HSE LS01 Commitment, Responsibilities and Accountabilities**  
Defines individual duties and accountabilities for implementing and improving the HSEMS. Includes consultation arrangements.
  - **HSE PLO1 Planning and Objectives**  
Establishes the process for setting strategies and plans to drive HSE improvements and achieve HSE objectives and targets.

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<sup>1</sup> The "E" in HSEMS and the Group HSE Policy represents both Environmental and Energy management requirements. While key requirements are outlined in the HSE OPO6 Operational Controls for Environment Standard, related elements are also integrated throughout the entire HSEMS documentation.



- **HSE PL02 Legal and Other HSE Obligations**  
Defines how HSE legal and other obligations are identified, assessed, applied and evaluated.
- **HSE PL03 Risk Reduction**  
Provides a management framework for identifying, assessing, classifying, and controlling HSE hazards, risks and opportunities, including environmental and energy-related impacts. Includes requirements for conducting Risk Baseline Assessment, Business Development Assessment, HSE Profile, notification and escalation of risks and a detailed process for onboarding new businesses. Adoption of the Group HSE Policy is one of the pre-requisites defined via the preliminary planning and the first 30 days of the onboarding process. New businesses are expected to achieve full compliance with the Group HSE Policy and HSEMS within three years of DP World ownership or management rights.
- **HSE SP01 Competency, Training and Awareness**  
Sets HSE competency levels, training, and monitoring requirements. Outlines communication arrangements for the HSEMS and HSE events with internal and external stakeholders.
- **HSE SP02 Documented Information**  
Sets controls for developing and maintaining HSE documentation and records, including roles and responsibilities associated with the development, review, amendment, approval, communication and revocation, as relevant.
- **HSE OP01 Emergency Preparedness and Response**  
Defines requirements for identifying, developing, and implementing emergency response procedures. Includes roles and responsibilities for managing and controlling emergency situations, mitigating impacts, recovery and first aid.
- **HSE OP02 Incident Management**  
Outlines the classification of injuries, environmental impacts and asset damage. Includes reporting requirements, investigation levels, escalation of information, the initiation of Legal Professional Privilege (LPP) as relevant, and the requirements for managing Fatalities or Serious Incidents.
- **HSE OP03 HSE Contractor and Purchasing Management**
  - HSE OP03A Contractor Operations and Maintenance Management Standard – Covers approach and HSE controls for managing contractors and goods in line with contract terms and conditions.
  - HSE OP03B Construction Contractor Management Standard – Outlines Construction Safety Requirements applicable for minor projects (< USD10M).
  - HSE OP03C Construction Contractor Management Standard – Outlines Construction Safety Requirements applicable for major projects (≥USD10M).
- **HSE OP04 Operational Controls for Safety**  
Sets minimum requirements and outlines requirements to prevent and eliminate incidents; management of high-risk tasks, including confined space entry / contaminated atmospheres, working at heights, handling dangerous goods and hazardous substances, isolation, permit to work, mobile equipment (machine / equipment safety), load handling, pedestrian safety, traffic management, and vessel safety. Also includes PPE requirements, and provisions for workplace facilities and amenities.



- **HSE OP05 Operational Controls for Health**  
Sets minimum requirements to prevent and eliminate ill-health; fitness to work, and health surveillance. Addresses risks related to drugs and alcohol, noise and vibration, hot and cold environments, biological hazards, women's health, manual tasks, fatigue, ergonomic and chemical handling.
  - **HSE OP06 Operational Controls for Environment**  
Sets minimum requirements for identifying and managing environmental aspects and impacts including energy (GHG emissions), air quality (non-GHG emissions), water, circularity and waste, biodiversity, and pollution prevention and response. Further, it sets minimum requirements and guidance for the environmental assessment of new developments, significant works and acquisitions, and integration of sustainable design principles.
  - **HSE OP07 Management of Change - HSE Impacts**  
Outlines the steps to be followed to address potential or actual changes that may impact HSE performance ensuring risks are identified, assessed, and managed appropriately.
  - **HSE OP08 Fire and Loss Prevention**  
Defines the minimum requirements for protecting people, buildings, and infrastructure assets from fire and other loss-related risks. It applies to the design and management of fire protection measures in all new permanent and temporary facilities under DP World's operational control. Existing facilities are excluded unless retrofitting is carried out, which is treated as new construction.
  - **HSE PE01 Monitoring, Measurement, Analysis and Evaluation**  
Describes the process for measuring, reporting, trending and analysing HSE performance, as well as evaluating the suitability, adequacy and effectiveness of the HSEMS. Includes workplace inspections, monitoring, due diligence audits, HSE assessment programs, and management reviews.
  - **HSE IP01 Action Management**  
Outlines the process for determining the need for corrective actions to eliminate root causes and prevent recurrence or occurrence elsewhere. Covers action management, prioritisation of actions, approvals, effectiveness reviews, and continual improvement. Also includes management of overdue actions.
- **Guidelines:** Recommended best practices for specific operations. These also capture learnings from past serious incidents to support continual improvement (i.e. Dangerous Goods Handling, Pedestrian Safety Management, etc.).
  - **Tools:** Standardised resources developed to support consistent data capture and / or management practices such as forms, checklists and plans, used in implementing the HSEMS.
  - **Programs and Training:** Solution-based training and awareness packages designed to address known risks, i.e. resources via the OneLearn platform, HSE Business in a Box, HSE Applications, and task-specific training packs.

The application and interaction of the HSEMS across the Group is shown in *Figure 1*.



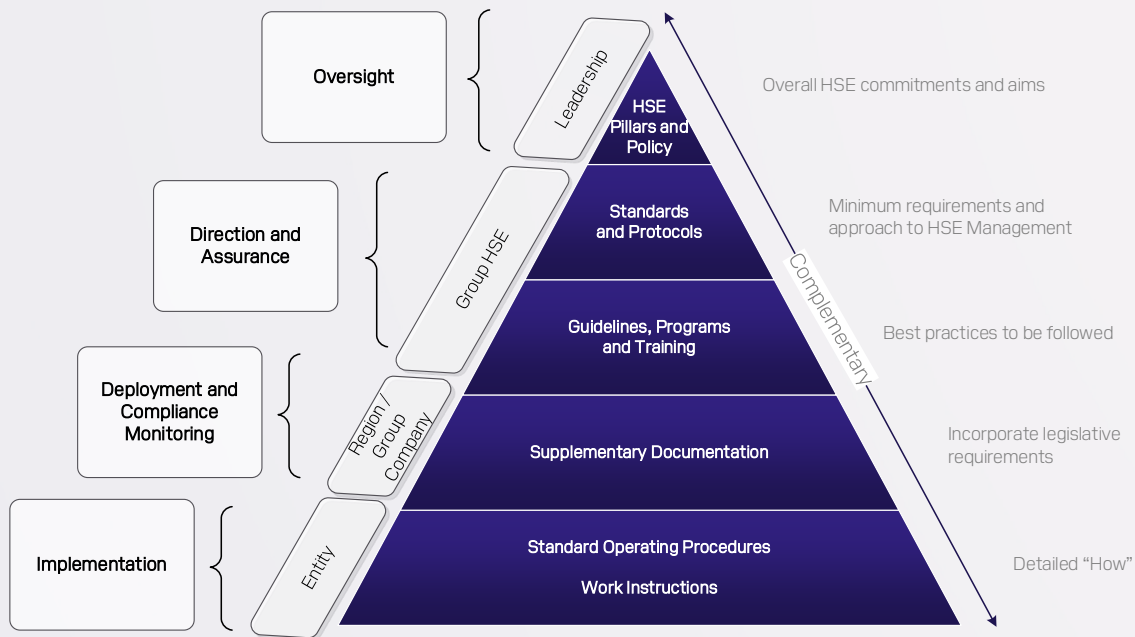


Figure 1 Group HSE Management System application and interaction.

## 2. SUPPORTING SYSTEMS

The HSEMS is supported by **HSE Applications**, which includes the following modules and reporting tools:

1. Help Center (i.e. Report an issue, Enhancements, Administration, Operating Entities, Training Resources)
2. Dashboard (i.e. Safety, Environmental and Regional Dashboards; HSE Scorecard; Application Utilization Report; and Frontline Worker Engagement - Feedback and Ideas List)
3. My Tasks
4. Hazard Reporting
5. Incident Management
6. HSE Assurance and Performance
  - a. Audit
  - b. Inspection
  - c. Risk Baseline
  - d. Assessment
7. Actions
  - a. Action Management
  - b. Standalone Actions
  - c. Root Cause Corrective Action (RCCA)
8. Meetings
9. Change Management
10. Interaction
11. Decarbonization Tool
12. Permit to Work
13. HSE Risk Register
14. Metrics
15. HSE Profile
16. HSE Awards

The HSE Applications modules and reporting tools are used to support the analysis, tracking and retention of outcomes related to the HSEMS.



### 3. ACCOUNTABILITIES AND RESPONSIBILITIES

- **Leadership**

- GESEC comprises the most senior leaders in the organisation. GESEC's role is to provide feedback and implement the Board's directives through executive lines of responsibility on matters related to HSE. GESEC supports the effective execution of the HSE Policy and drives accountability across Regions and Group Companies.
- The Group HSE Department holds overall responsibility, direction and oversight for the implementation, assurance and effectiveness of the HSEMS across all entities under DP World's operational control.

- **Planning**

- All Regions / Group Companies and operating entities are required to provide timely, accurate and verified HSE information for the annual HSE Profile risk ranking.
- The Group HSE Department:
  - Uses the HSE Profile to plan assurance activities for the following year, and to define risk reduction objectives, targets and supporting programs.
  - Develops the Annual Group HSE Plan, and reviews Regional and Group Companies' HSE Plans.
  - Through the Global EVP HSE, must be consulted at the earliest stage of any new Group acquisitions, expansions or projects following DP World's expression of interest.
- Regions / Group Companies and operating entities are required to provide information as requested on HSE budget and expenditure to the Global EVP HSE.

- **Support**

- The Global EVP HSE shall be consulted on all senior HSE professional matters (i.e. Regional HSE VPs, appointed Regional Safety and Environment Advisors) including recruitment and exits, promotions and demotions and succession plans on an annual basis and prior to execution.
- The Group HSE Department shall have unrestricted access to all HSE information, data and records for all Regions / Group Companies and operating entities. Information should be supplied to Group HSE in a timely manner after request.

- **Operation**

- Emphasis on roles and responsibilities across all levels specific to the operations and risks involved. Non-compliance with minimum standards shall be escalated to relevant executive management.

- **Performance Evaluation**

- Subject to the result of the annual HSE Profile, HSE Due Diligence Audits shall be scheduled and completed for Regions / Group Companies and operating entities within operational control of DP World. The criteria, frequency of visit and evaluation requirements are set by the Global EVP HSE and communicated to operating entities. Cost associated with the audits shall be borne by the Region / Group Company or operating entity.

- **Improvement**

- The Global EVP HSE is authorised to initiate the risk reduction program for any operating entity which is deemed via a technical assessment to be at high risk of sustaining an actual or potential serious incident. The duration, scope and success criteria for ceasing the risk reduction program shall be set by the Global EVP HSE. The operating entity shall bear all associated costs.



#### 4. REPORTING CONCERNS OR BREACHES

Employees and business partners who suspect, witness, or are concerned about a potential violation and/or breach of this policy are strongly encouraged to report it through one of the following channels:

- **DP World Global Whistleblowing Hotline:** For anonymous reporting, submissions can be made online or by calling one of the dedicated numbers. These numbers are listed on Speak Up posters across Group premises and on internal platforms (e.g., Connexions).
- **HSE Applications:** For non-anonymous reporting. This channel requires logging in with an employee email account. If needed, respective Regional Safety and Environment Advisors (RSEAs) may be consulted.

#### 5. DISSEMINATION OF THE POLICY

The Group HSE Policy is published by the Group Corporate Secretariat on the Global Policies page on Connexions, supported by an email notification to all employees issued by Group Communications. The notification is prepared and coordinated by Group HSE in collaboration with Group Communications.

RSEAs shall ensure that the Group HSE Policy is disseminated across their relevant operating entities, including newly acquired businesses. In the event of Connexions access issues, the Group HSE Policy and/or the HSEMS may be shared electronically.

#### 6. TRANSLATION OF THE POLICY INCLUDING LOCAL CHANGES

##### Translation

The Group HSE Policy is developed and published in English. Non-English speaking regions / group companies / operating entities shall translate the Group HSE Policy to their local language and publish accordingly without any need for sign-off by the Group Chief Executive Officer, as the translated version is considered a local version with signatures and approval available in the original (approved) version.

It is the responsibility of the Senior Management / Head of Business to ensure that the Policy is accurately translated. In the event of any conflict between the original and translated policy, the original version of the HSE Policy shall be applied.

##### Local Changes

Where local requirements necessitate additional content, the approved Group HSE Policy Poster may be updated to include such local requirements. However, these updates shall not alter or contradict any of the Group Policy requirements.

Local amendments to the Group HSE Policy Poster shall be approved by the Head of Business prior to publication.

### Related Standards, Policies and Processes

The Group HSE Policy shall be read in conjunction with the HSEMS.



## Definitions and Terms

In this Policy the following definitions apply, unless the context requires otherwise:

Company	DP World Limited
Group	DP World Limited and all its subsidiaries
Group HSE	Group Health, Safety and Environment Department
HSEMS	Health, Safety, Environment and Energy Management System
Operational Control	The full authority to introduce and implement operational and environmental, health and safety policies to an operation. Where there are multiple shareholders, operational control means that all of the partners have agreed to allow one partner the authority to introduce and implement its operational and environmental, health and safety policies.
GESEC	Group Executive Safety and Environment Committee

## History

This Policy has been developed by Group HSE and is subject to an annual review.

Note: The document history is for internal use only and has therefore been excluded from this document.

Approved by: Group Chief Executive Officer  
Department: Group Health, Safety and Environment  
Revision Number: 9.0  
Revision Date: April 2026

**ALL QUERIES IN RELATION TO THIS  
POLICY SHOULD BE DIRECTED TO  
GROUP HSE AT**

[mailto: grouphse@dpworld.com](mailto:grouphse@dpworld.com)



# Annexures

Group HSE Policy Poster



**DP WORLD**

# **GROUP HEALTH, SAFETY, ENVIRONMENT AND ENERGY (HSE) POLICY**

## **OUR COMMITMENT**

**Vision:** At DP World, we are committed to upholding the highest standards of HSE by fostering a Zero Harm culture built on care for our people - ensuring everyone goes home safe and healthy; protection of the environment and assets; and respect for the communities in which we operate, in close collaboration with our partners and stakeholders.

**Mission:** We ensure that HSE is fully integrated into our business decisions through strategic direction, operational excellence, and responsible business practices.

Our Principles are critical to our success and ensure HSE is an integral part of our operations.

## **OUR APPROACH**

We apply the **HSE Pillars** in setting our HSE objectives and when performing our activities:

### **1. LEADERSHIP AND ENGAGEMENT**

Our management leads by example, fostering a culture where HSE is central to our business. We actively engage our people in developing solutions, encourage open communication, and empower them to take ownership of HSE.

### **2. RISK REDUCTION AND IMPROVEMENT**

We proactively identify and manage hazards and opportunities to eliminate or minimise risks and drive continual improvement.

### **3. COMMITMENTS WE LIVE BY**

We all take personal responsibility for HSE in our workplace as a core value.

We follow fundamental behaviours to live by every day.

Our Group Chief Executive Officer, the undersigned, is responsible for overseeing the Group HSE Strategy and Performance.

## **OUR HSE POLICY STATEMENT**

In support of our Vision, Mission, and Principles, we commit and strive to continually improve as follows:

- We proactively identify and manage hazards, risks, and opportunities, including those related to workplace wellbeing.
- We evolve and adapt HSE strategies to reflect changing business needs and challenges.
- We provide the necessary resources and set measurable HSE objectives and targets, including reductions in greenhouse gas (GHG) emissions. Our decarbonisation targets, aligned with the global goal to limit warming to 1.5°C, have been validated by the Science Based Targets initiative (SBTi). We continuously assess climate change impacts, and our climate strategy focuses on mitigation and adaptation, supporting our transition plan to meet our commitments.
- We work to prevent and eliminate incidents, especially those causing injury and/or ill-health, through robust HSE assurance activities and risk reduction programs. We promptly stop and correct operations when a serious HSE risk is identified.
- We comply with all applicable HSE-related legal, regulatory, and other obligations, including contractual and customer requirements, relevant industry standards, and voluntary initiatives.
- We embed HSE messaging in daily communications. We consult, involve and listen to our people in HSE-related decisions.
- We provide training, engagement, and access to information to build competency and capability in HSE performance.
- We commit to the efficient use of natural resources and the protection of biodiversity and ecosystems.
- We prevent, reduce, and manage pollutant emissions to air (non-GHG), water, soil, and sediment.
- We implement responsible waste management aligned with the waste hierarchy and circular economy principles.
- We conduct environmental impact assessments in line with international good practice when developing in new areas, projects or expanding operations.
- We proactively assess and support the procurement and design of energy-efficient technologies, equipment, products, and services; and ensure that energy performance is considered across the lifecycle of projects and operations.
- We monitor and measure HSE performance and maintain our HSE systems.

We review our HSE Policy annually to keep it current, effective, and aligned with our strategic objectives and requirements.

**Yuvraj Narayan**

Group Chief Executive Officer