

HEALTH, SAFETY, ENVIRONMENT AND QUALITY POLICY

P&O Maritime is committed to maintaining the health and safety of our employees, preventing harm to those who may be affected by our operations, protecting the environment including prevention of pollution, and providing a quality service that fully meets or exceeds customers' expectations.

- P&O Maritime considers the protection of the health and safety of our employees and stakeholders, and environmental protection, as core business values, which take precedence over business and commercial objectives. Where health, safety and environmental risks are identified, every employee and contractor has the authority and responsibility to stop work if they consider themselves or the environment at risk. P&O Maritime aims to achieve a goal of an injury and illness-free workplace, zero accidents and zero spills at sea.
- The quality of the P&O Maritime service is an integral part of business decisions and we require all Company employees and contractors to demonstrate a genuine commitment to Quality and Excellence in all our business activities.

The Company recognises that Health, Safety, Environment and Quality (HSEQ) is a management responsibility and that the successful implementation of this HSEQ policy is dependent upon our employees sharing the same vision. This policy applies to P&O Maritime employees, contractors and visitors.

To achieve these objectives, P&O Maritime shall:

- Comply with statutory legislation and prescribed standards, and maintain systems throughout the Business Units that meet the legislative obligations in the countries in which we operate;
- Maintain a consistent and documented HSEQ management system;
- Monitor the effectiveness of the HSEQ management system through periodic reviews, audits, third party assessments, customer feedback and other means, as appropriate;
- Continuously strive to improve our operations by working with customers to ensure that the Company's services remain at a high standard and that P&O Maritime is retained as a valued business partner;
- Take account of external bodies and local community issues on social, heritage and indigenous matters related to our business activities;
- Consider and evaluate the implications of the HSEQ aspects of investment decisions;
- Engage competent employees and ensure that they understand their roles and responsibilities;
- Identify hazards and risks associated with our operations and implement risk control measures;
- Promote a culture of participation and forums for open communication and hazard awareness;
- Ensure that nonconformities are investigated and preventive actions implemented to avoid re-occurrence;
- Maintain Emergency Response Plans and undertake drills to test the effectiveness of the response;
- Establish HSEQ targets and monitor key statistical indicators to drive continuous improvement within the Company and in the services we deliver;
- Provide awareness, instructions, training, supervision and HSEQ expertise to support the HSEQ Management System and the achievement of the Company's HSEQ targets;
- Adopt values, practices and behaviours that promote a positive health and safety culture, and environmental sustainability; and
- Ensure managers and senior officers always lead by example in HSEQ-related issues.

The Managing Director, Chief Operating Officer and respective Head of Business Units are responsible for the implementation of, and compliance with, this policy across P&O Maritime.