People Policy

To be a recognized **industry leader and trusted partner**, delivering **value** to the **energy** industry.



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Policy

Policy Overview

MR Group aspire to be an employer of choice with a workplace culture that lives and breathes our core values of Integrity, Excellence, Agility and Innovation, providing an inclusive, engaging, and rewarding employment experience. Our people are our organization, and to succeed and deliver for all our stakeholders, we want to attract, develop, and retain a talented workforce.

This policy applies to all employees of MR Group entities. The HR function is accountable for ensuring all people-related policies and procedures are developed and documented at a country or area level. All HR policies and procedures comply with local employment legislation.

Policy Principles

Employee Contracts and Offers of Employment

All MR Group employees (and contractors where appropriate) will have a legally compliant contract (or an offer of employment, or both, as may be appropriate), and appropriate employment record systems will be in place to ensure that these are satisfactorily retained throughout the duration of the employee's tenure.

Discipline

MR Group sets high expectations for employee conduct and performance at work. Disciplinary rules and procedures are designed to support these expectations by providing employees with clear standards of behaviour and performance, while ensuring that any concerns are addressed in a fair, consistent, and reasonable manner. The primary purpose of discipline is corrective rather than punitive, with an emphasis on improvement, accountability, and alignment with MR Group's values.

Where there are alleged failures to adhere to acceptable standards of conduct, or where performance falls below expected levels, MR Group will address such matters through formal disciplinary procedures that are transparent, proportionate, and compliant with applicable local legislation and regulations. Employees will be treated with dignity and respect throughout the disciplinary process and given an appropriate opportunity to understand concerns raised and to respond.

MR Group does not and will not impose fines, financial penalties, or monetary deductions from wages, salary, or other remuneration as a form of disciplinary action. Disciplinary measures will not include punitive financial sanctions. Any adjustments to pay or remuneration will only occur where permitted by applicable law and in accordance with contractual terms (for example, where pay is linked to hours worked, approved leave, or variable compensation arrangements) and will not be used as a disciplinary tool.

Under no circumstances will disciplinary action be used to circumvent minimum wage requirements, statutory protections, or local employment legislation.

Grievances

MR Group seek to resolve grievances fairly and speedily. Wherever possible, we seek to resolve grievances through informal discussions. MR Group have grievance procedures aligning with and adhering to local

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legislation and regulations. MR Group encourage employees to raise with their line management or HR any concerns about their work, working environment, or working relationships.

Harassment and Workplace Bullying

MR Group facilitate a business culture and environment that is free from harassment and bullying, where all employees are treated with dignity and respect. Harassment and bullying are serious disciplinary offences, which may, in certain circumstances, result in dismissal.

Equal Opportunities and Diversity

MR Group are committed to a policy of equal opportunities in all aspects of employment practice—not only because we recognize our legal obligations but because as an organisation, we believe it is right. It is our policy to promote equality of opportunity in all stages of employment, from recruitment to departure, regardless of race, religion or belief, political opinion, colour, ethnic origin, age, nationality, marital / parental status, sex, gender, sexual orientation, disability, or any other category that may be protected by applicable law.

Working Hours

MR Group employing entities have an obligation to provide a safe working environment for their employees around the world. This includes employees' working hours and working patterns. To safeguard employees' health, safety, and wellbeing, we implement guidelines to achieve this and encourage employees to take the annual leave to which they are entitled.

Drugs and Alcohol

MR Group employing entities are committed to providing a safe, healthy, and productive working environment for all employees. No one should attend or undertake work when their performance is impaired by alcohol or other drugs, legal or illegal, prescribed or otherwise. No one should possess, use, or transfer illegal drugs, drug paraphernalia, or other substances on MR Group premises or on premises controlled by clients or third parties.

Authorized by
Duco De Haan, MR Group
Chief Executive Officer



28 January 2026

MR Group Holding Pte Ltd

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