

# Human Resources

Supporting DOF employees globally to achieve excellence.

Our values are Respect, Integrity, Teamwork, Excellence and Safety.

**More than any factor, it is the expertise and competence of our people that will determine the Group's success in the marketplace. How we treat our people and each other within our Group and how we define our values and objectives will separate us from our competitors.**

The DOF Group is committed to being a great place to work, encouraging and supporting all our people to reach their full potential and ensuring that all DOF employees exemplify our vision and values by:

- Seeking to recruit the right people, who display in addition to their professional skills, the correct competencies; customer orientation, people orientation, achievement orientation, impact and self-confidence;
- Ensuring Equal Opportunities for all, with a diverse and cross-cultural workforce, valuing and respecting everyone.
- Delivering planned training and development opportunities so employees are well-trained and highly knowledgeable, exemplifying our vision and values;
- Promoting awareness of the potential competence and resources senior employees hold.
- Supporting the professional development of all employees, including the necessary support in training, mentoring, coaching, "on board" programs and further education, to allow them to reach their full potential including late in their career;
- Working proactively to retain the Group's human capital investments;
- Creating and maintaining the safest environment for our people: putting safety first;
- Endeavor to meet individual needs in the work place to ensure a mutually beneficial work relationship, encouraging employees to maintain a work life balance;
- Commit to compensation principles and policies that are fair, reasonable, competitive, and in keeping with government regulations and social corporate governance practices;
- Continually striving to make the DOF Group a great place to work by improving the work environment, recognizing and reward excellence, encouraging individual development, removing barriers to change and promoting innovation and foster work collaboration.

## Responsibility and application

**The Chief Executive Officer of the DOF Group** is accountable to the Board of Directors for ensuring that this policy is implemented.

**Management at all organisational levels within the DOF Group** is responsible for ensuring the success of the Policy through the provision and availability of the necessary resources.

**All DOF Group employees and subcontractors** have an individual responsibility to ensure that they and their colleagues co-operate with the Group to achieve its quality objectives.

**This policy applies to all DOF business units and operations.**



Mons S. Aase  
Chief Executive Officer