

Nationalisation and Localisation Policy

1 INTRODUCTION

1.1 Our people are at the heart of our business, and our WE CARE values are the foundation of the way we conduct ourselves in the best interests of our business – underpinning our success now and for the future to deliver accretive value to all our stakeholders, starting with our people, our customers, our shareholders, and the communities where we live and work. These interests are underpinned by our policies, standards, and procedures, which can be found in our corporate management system, KOMS. In support of this, KCA Deutag has developed a Policy Statement on nationalisation and localisation for the countries in which we operate.

1.2 We are committed to creating a collaborative work environment where the people we work with are treated fairly and with respect no matter their age, nationality, gender, race, ethnicity, disability, health, sexual orientation, religion, language, educational attainment, background, identity, or circumstances.

We value all our people and their contributions and recognise the benefits we gain from the diversity that exists amongst our teams. A truly diverse team ensures everyone can thrive at work and reach their full potential, no matter their background, identity, or circumstances. We nurture an environment where people can bring their “whole true self” to work because we are all encouraged to appreciate our differences and to share our individual perspective. Collectively and individually, we are involved and invested in the future of our company.

We make this possible through standards, policies and procedures that enable us to all work together fairly and effectively.

1.3 Our ambition is to build on the basics, with clear career development opportunities for all our people. We do this by developing individual capability through global and national opportunities to contribute to projects shaping the future of our business, meaningful appraisal discussions, robust succession planning, and identifying sustainable talent pipelines for the future.

2 NATIONALISATION & LOCALISATION

- 2.1 Workforce nationalisation is a government initiative that can be described as the recruitment and development of the native-born population, favoured ahead of any other visiting nationality aiming to work in that country.
- 2.2 Workforce localisation is the process of organising a business or industry so that its main activities happen in local areas rather than nationally or internationally.
- 2.3 Several countries are modernising their nationalisation programmes, the aim being to replace specific work groups with native born employees within a specific identifiable skillset. In addition, many countries are focusing more on localisation programmes. Reporting standards allow us to measure and monitor timescales to meet company, client, and government targets.
- 2.4 We are committed to complying and supporting with the requirements of all government nationalisation and localisation programmes in the countries where we operate. Our ambition is to encourage the local community to join our organisation where we can offer a variety of job roles and a fulfilling long-term career. This statement sets out the roadmap we will take as an organisation in response to our commitment to various global nationalisation and localisation programmes.

3 OUR AIMS

Our aims are to:

- Work in collaboration with appropriate government officials, adhering to country specific requirements.
- Hold a clear nationalisation (and/or localisation) plan that meets business, client, and government expectations.
- Maintain an agreed recruitment, training, development, and mentoring program for nationalised and localised activity, centred around local competency training.
- Ensure cost effective development solutions.
- Provide a reward structure that ensures people are treated fairly in line with appropriate market remuneration.
- An active succession plan for each of the identified roles.
- An active recruitment plan to respond to any gaps in the succession plan.

- Ensure a fair and consistent approach to the redeployment of displaced colleagues where there is an opportunity to do so.
- Deliver clarity regarding how our nationalisation and localisation programmes are supporting our ambitions relating to diversity, equity, and inclusion ambitions.

These aims link with our WE CARE values, specifically Wellbeing, Excellence, Customer Centricity and Agility.



Joseph Elkhoury
Chief Executive Officer

21 December, 2023

Date