

HUMAN RESOURCES POLICY

At Contract Resources we recognise that our people are our most valuable assets who are central to the success of our business. Contract Resources is committed, at all times, to managing our people in a safe, inclusive, and fair working environment where everyone is respected, developed, and empowered to contribute to our shared success.

Our Commitments:

- **Legal Compliance:** Comply fully with applicable labour laws and regulatory requirements in the countries where we operate, including internal governance and procedural controls.
- **Fairness & Inclusion:** Treat all individuals equitably and respectfully, ensuring decisions are based on merit. We do not tolerate discrimination, harassment or unfair treatment in any form.
- **Workplace Wellbeing:** Promote and maintain a healthy, safe, and supportive work environment, aligned with our Zero Harm culture. This includes mental wellbeing and work-life balance.
- **Learning & Development:** Provide access to training, development, and career progression opportunities. Support internal mobility and leadership capability.
- **Performance & Conduct:** Promote a culture of accountability and high performance. We recognise and reward achievement, aligned to behaviours and contribution.
- **Engagement & Communication:** Encourage employee voice and maintain open channels for communication, feedback, and continuous dialogue.
- **Continuous Improvement:** Regularly review and improve our HR systems, practices, and tools to ensure they support evolving organisational needs and employee experience.

Employee Expectations:

- Abide by company policies, procedures, and safety requirements at all times
- Conduct themselves professionally and respectfully with colleagues, clients, and partners
- Deliver on role expectations and actively participate in their own development
- Contribute to an inclusive, high-performing culture through collaboration and communication
- Raise concerns early and constructively through appropriate channels

Our Chief Executive Officer has ultimate responsibility for the implementation of this policy, supported by the senior management team, who are accountable for the application of this policy in their respective area of responsibility. All employees recognise that all have an obligation to ensure we support and facilitate a safe, inclusive, and fair working environment.

This policy will be made available to interested parties and the public, reviewed annually by senior management to ensure its continued relevance to the organisation, and reviewed two-yearly by the Board.



Michael Charles
CEO - CR/IS