

HSR Consortium HR Policy

Issue number: 01

Issue date: 01 April 2026

It is the policy of Hitachi, Orascom Construction and TSO to establish at all levels of the Project the concept that people are the Projects most important asset. The Project Consortium engaged on the High-Speed Rail (HSR) project.

The project objectives of the Human Resources (HR) policy are to:

- Establish and foster a sound relationship between the Consortium, contractors, employees.
- Ensure fair treatment, non-discrimination and equal opportunity of employees and prevent exploitative labour practices.

In line with these objectives, the following policy statements have been developed and shall govern the activities and approach regarding human resources management across the Project.

The Consortium will comply with applicable labour laws, regulations and standards including United Arab Emirates obligations (where applicable to the project) under international law, and the Equator Principles and the Performance Standards of the International Finance Corporation (IFC).

HR Standards

- Committing to complying with human resources and labour legislation issued in the United Arab Emirates including laws, executive regulations, Presidential and Ministerial decrees and the Labour, Child Labour and Woman Care and Childhood laws.
- Committing to Good Practice Standards, specifically International Finance Corporation (IFC) Performance Standard 2 and in accordance with good international industry practice as set out in IFC Guidance for Workers' Accommodation: Processes and Standards.

Fair Working and Living Conditions

- Ensuring competitive and fair remuneration and remuneration structures, including recognizing collective bargaining agreements if in place, for all employees.
- Ensuring that migrant employees are engaged on the equivalent terms as non-migrant workers carrying out similar work activities.
- Defining, documenting and clearly communicating to the employee their working conditions and terms of employment. This includes wages and benefits; wage deductions; hours of work; overtime arrangements and compensation, breaks; rest days and leave for illness, maternity and vacation.
- Ensuring that accommodation services (if provided) are of reasonable and sufficient quality and include basic services including minimum space, water supply, waste (including sanitary waste disposal, washing facilities, ventilation and lighting, cooking and storage facilities and appropriate protection against health and safety risks including heat, cold and dust.

Freedom of Association

- Recognizing employees' rights of freedom of association to form and to join worker's organizations and to negotiate collective bargaining agreements. There shall be no discrimination against those who organize such in the workplace if done in line with the laws of the United Arab Emirates.
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Non-discrimination

- Ensuring that no discrimination by or of any employee (or in decisions on employment) is tolerated for reason of origin, nationality, religion, race, sexual orientation, gender or age for any aspects of the employment relationship. This excludes where there are special measures of protection or assistance to remedy past discrimination in terms of national law.
- Discrimination, intolerance and any form of harassment - moral or sexual - shall be prohibited, actively tracked and eliminated. This principle shall be applied at all employment levels and in all circumstances.

Retrenchment

- In the case of potential collective dismissals, taking reasonable steps to reduce overall loss of employment by investigating suitable alternatives. Where these alternatives are not possible, reduction in workforce shall be undertaken in accordance with a retrenchment plan developed by the project through Project Management and in line with laws of the United Arab Emirates.

Grievance mechanism

- Adopting a transparent mechanism to receive and address grievances and objections from all direct employees as well as tracking and resolving logged grievance within a reasonable timeframe. The project shall not allow discrimination against those who lodge grievances. The project shall ensure that this grievance mechanism or a similar contractor grievance mechanism is put in place for and communicated to employees of contractors.

Child Labour

- No person under the age of 18 will be employed on the Project Site

Forced Labour

- Actively ensuring that there is no employment of forced labour (including indentured labour, bonded labour or similar contracting arrangements) or trafficked persons.
- Recognizing employees' rights to freedom of movement, freedom to resign or leave work. Shall not retain identification papers, work papers, any important belongings or money to detain the worker and forcibly keep the worker and deny their right to movement and resignation.

Employees of Contractors and other Third Parties

- Prior to contracting, taking commercially reasonable measures appropriate to contractor activities and workforce to ensure that the contractors are reputable enterprises, with a management system in place to ensure they operate in line with this policy (with the exception of retrenchment and supply chain policy statements). These requirements shall be included in contractual agreements and ongoing monitoring of contractor compliance in this regard shall be undertaken.

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Supply Chain

- Ongoing reviewing of the primary supply chain where there is a high risk of child and forced labor and significant safety issues, and identifying these risks. Where there is evidence of child labor, forced labor or significant safety incidents, the Consortium shall ensure appropriate steps are taken to remedy this. The implementation of these measures shall be monitored and where remedy is not possible, the consortium shall shift the primary suppliers over time to those which can demonstrate alignment with the child and forced labor and safety statements contained within this policy.

Training

- Developing and providing adequate training programs in line with job descriptions of employees in order to enable employees to undertake their duties safely and with the expected technical competence.

HR Policies and Procedures and Resources

- Developing and implementing internal regulations and procedures (including monitoring of implementation and review), and executing Project activities in compliance with this policy. This policy shall be annually reviewed and updated as necessary.
- Appointing relevant trained staff to implement the internal regulations and procedures in line with this policy. Staff appointed shall have the skills and competencies as well as the credibility with employees to carry out their HR duties. A HR manager shall be appointed.

Communication

- Providing employees with documented information on the United Arab Emirates legislation pertaining to labor and human resources, this HR policy, relevant HR related internal procedures, code of conduct and regulations, any collective agreements in appropriate language(s). Material changes to these shall also be communicated as they occur.

This policy shall be communicated to all parties involved in the HSR Project.

Consortium Management
Hitachi

Consortium Management
Orascom Construction

Consortium Management
TSO