

P&O FERRYMASTERS HOLDINGS LIMITED POLICY STATEMENT

P&O Ferrymasters Holdings Limited and its subsidiary undertakings (referred to as 'P&O Ferrymasters') means P&O Ferrymasters Limited and any other company within the P&O Ferrymasters Holdings Limited Group.

Health & Safety Policy

P&O Ferrymasters is committed to continuously improving our health and safety standards and systems to achieve zero harm. These matters are central to the company's moral, financial, marketing, personnel and commercial considerations.

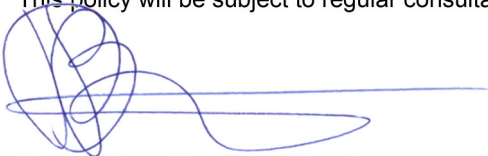
The Managing Director, Bas Belder, champions this policy: his responsibility is to ensure that managers have the belief, competence and resources to implement the policy and achieve its aims.

The support and professionalism of our people will make the policy succeed.

Recognizing that our activities matter to the community, our people and customers, and to others who may be affected by what we do, we are committed to our *Six Steps to Health & Safety Protection*:

- 1. Commitment, Leadership & Accountability** - We intend to lead by example and aim to improve our health and safety performance by setting measurable and achievable targets. We will identify responsibilities at all levels and strive to ensure that the health and safety arrangements are adequately resourced.
- 2. Safety, Health & Environmental Management** - We intend to implement effective communication and encourage comparable health & safety standards with our people, customers, contractors and suppliers and with others affected by our operations; and take account of the views expressed.
- 3. Risk Management** - We will identify hazards and control work related risk as core elements of our strategy and provide safe and healthy workplaces, work equipment that is safe to use and safe systems of work.
- 4. Crisis Management** - We will develop contingency plans that will enable us to reduce the risk to people and the impact on the environment of any major incident.
- 5. Incident Investigation & Analysis** - We will strive to achieve zero reportable accidents, or incidents, however if an accident, or incident does occur then we will record and investigate to identify the causes, to enable suitable controls to be implemented to prevent repeat or similar occurrences.
- 6. Information, Instruction, Training & Supervision** - We will inform, induct and train our people and inform our subcontractors, as necessary to take reasonable care for the health and safety of themselves and of others who may be affected by their acts or omissions at work.

This policy will be subject to regular consultation and annual review.



Bas Belder – Managing Director

1 July 2017