DIVERSITY, INCLUSION, BELONGING AND EQUITY POLICY

Policy Purpose:

Hafnia is committed to cultivating and preserving a culture of diversity, inclusion, belonging and equity (DIBE) - where employees feel valued, respected, and fairly treated regardless of trait, rank, background or team. Violations of this Policy will result in disciplinary action, up to and including termination.

Policy Scope:

This Policy applies to all employees, onshore and at sea. Hafnia holds its contractors, vendors, and stakeholders working with or on behalf of Hafnia to equivalent standards. This Policy applies in all work-related settings, including in offices, on board vessels, at company or industry events, during business travel, in customer and port interactions, and work-related digital communications (email, Teams, and social media).

Policy Statement:

Hafnia embraces differences in age, nationality, gender identity, sexual orientation, physical ability, background, and other characteristics that make our employees unique. We believe the collective sum of our individual differences is a significant part of our company culture, and a key contributor to our people-first, market-leading position.

Hafnia aims for an inclusive working environment where people can show up as a professional, authentic version of themselves, in a respectful manner that aligns with our values. We invite diverse thoughts and ideas, and are committed to ensuring all work practices are fair and foster equal opportunities for all.

DIBE aligns with our company values – Collaboration, Ambition, Reliability, and Endurance (CARE). We expect every employee to support one another to thrive at work. We are honest, respectful, professional, and transparent when dealing with one another - also when conversations or relationships can become challenging. DIBE is woven through our people practices (in particular, recruitment, development, progression, and compensation) and we hold our leaders accountable for fostering team environments where every member feels included.

DIBE Governance:

DIBE is embedded across the business and reinforced through the following structures:

- **DIBE Executive Committee**: Body comprising the CEO, EVP People, Digital & Corporate Strategy, and EVP Technical, that provides governance and executive oversight of Hafnia's DIBE agenda.
- **DIBE@Sea and DIBE@Shore Working Groups**: Cross-functional groups that translate strategy into action and track progress.
- **DIBE Thinktanks (onshore):** Cross-functional employee groups that surface challenges and ideas from engagement surveys and propose actionable initiatives.
- **Seafarer Advisory Board:** Ensures seafarer voices are represented in decisions affecting life at sea.
- **Whistleblowing Platform:** External reporting platform provided via Navex Global – a confidential and anonymous reporting site and hotline available 24/7. Refer to Hafnia's Whistleblowing Policy for more information.

English as the Common Working Language:

Hafnia operates across more than 45 nationalities at sea and onshore. English is recognized as the common working language across our fleet and offices. Given the diversity of our workforce, using English in shared settings is an important practice that supports inclusion, helping ensure that everyone can participate, contribute, and understand one another.

English should be used in situations including, but not limited to:

- All safety-critical communications related to onboard operations.
- Toolbox talks, risk assessments, handovers, and similar activities where crew of different nationalities are present or may be affected.
- Official reporting and documentation.
- Common social areas where mixed nationalities are present and in group conversations where one or more participants do not share the language being spoken.
- Company and industry events, Townhalls, Teams meetings and cross-office collaboration, including work-related chat channels.
- Any group setting in a work-related environment (within a social or professional topic nature) where the use of another language would exclude colleagues from participating in the conversation.

This expectation applies primarily to work-related and group settings where using another language would prevent others from understanding or participating. It does not apply to private one-to-one conversations between colleagues sharing the same native language do not apply.

Our Main Objectives Are to:

- Create a safe and inclusive workplace, where every individual feels like they belong.
- Prevent, address and learn from any behavior that is inconsistent with our values.
- Embed inclusive leadership and psychological safety into Hafnia's everyday, onshore and at sea.

To Achieve This, All Persons Covered by This Policy Are Expected to:

- Familiarize themselves with Hafnia's DIBE and related people policies, attend required training, and comply with these policies.
- Managers and supervisors must educate employees and stakeholders on DIBE and anti-harassment standards, and act promptly to address behavior that is inconsistent with these standards.
- Use English as the common working language and support colleagues whose first language is not English.
- Speak up if they experience or witness inappropriate behavior.