



# INDUSTRIAL RELATIONS

## COMMITTED TO

## BUSINESS INTEGRITY

## OUR EMPLOYEES

## OUR CUSTOMERS

## OUR SHAREHOLDERS

## SOCIETY

## TOTAL QUALITY

## PERFORMANCE

## ENVIRONMENT

## H & S FOR ALL

It is the policy of Mermaid Offshore Services Ltd. (MOS) to conduct its business in such a manner as to maintain harmonious industrial relations in all of the Company's operations.

In order to ensure that the Company continues to meet these objectives, MOS has established and will maintain and/or implement efficient programs and procedures for all industrial relations functions.

Industrial Relations procedures shall comply, as a minimum, with the requirements of the Labor Laws as prescribed within the country of operations, and/or such industrial relations employer bodies that MOS may participate in. MOS shall continue to participate actively in meeting its obligations as a responsible employer and shall abide by the industrial relations rulings of the Thailand authorities.

Industrial Relations within MOS shall be enhanced by a stringent management policy of:

- Maintaining a high level of co-operation with the appropriate labor bodies.
- Mutual benefit for personnel, whether employees or contractors to the Company
- Continuing consultation throughout all levels of the Company and with both Employer and Employee representative bodies.
- Ensuring Employer and Employee bodies are fully informed of Industrial Relations issues, resolutions and disputes within the Company.
- Allowing any grievance that cannot be resolved within the Company to be adjudicated and resolved by the appropriate authorities.

The responsibility to prepare, maintain and implement documented systems and procedures, to ensure compliance with Company Policy, Client requirements and the agreed Industrial Relations Programs has been retained by the Human Resources Manager.

Graham Cooper  
Executive Director

*September 22, 2011*