



Training and Development Policy

At Mermaid Subsea Services (Known as MSS or the Company), training is an integral part of the management process designed to develop all employees into top performers. This process uses the creativity and initiative of every employee to measure performance and continuously improve their skills and knowledge. The most important asset in MSS is the individual employees, therefore, training and development are not considered an expense but an investment in the future.

Training and development play a vital role in helping individuals and the Company to achieve goals. It provides an essential link between performance improvement on the job training and knowledge or skills acquired through formal training.

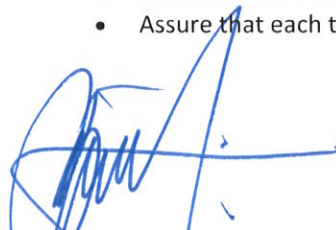
Organized training programs, based on the needs of individuals and the Company, must be emphasized to include technical, professional, safety and emergency preparedness, environmental awareness, computer communication skills, management and supervisory training. Responsibilities are defined, key tasks are itemized, standards of performance are agreed and regular reviews take place to ensure that employees have the necessary skills and knowledge to work effectively and in compliance with legislation and the Company's requirements.

As a matter of policy, Management will:

- Budget for training as part of the core business;
- Maintain a commitment to "employee development" through technical and professional Human Resources development;
- Maintain a written training plan which specifies its overall strategy and details steps for implementation;
- Hold supervisors accountable for providing training to maintain required job competency for their employees;
- Resolve any conflict between quantity and quality of training in favor of quality;
- Balance the desire to "encourage" and develop the individual as a human being with the Company's need for productivity and efficiency;
- Under no circumstances will MSS Group allow non MSS employees (contractor or permanent) to operate Diving Panels as acting Supervisors and/or receiving 'panel time' on any of our vessels or projects;

Trainers will:

- Produce, implement, and periodically evaluate a training plan;
- Evaluate training needs, prioritize the results, and communicate recommendations;
- Monitor each training process and apply appropriate controls;
- Assure that each training application provides quality upgrading of employee skills.



Paul Whitley
Chief Operating Officer
01 January 2024

