



Industrial Relations Policy

Hitachi Zosen
INOVA

The Executive Board of Hitachi Zosen Inova are committed to ensuring that the promotion of harmonious industrial relations of our employees and other involved parties is firmly embedded in our company's culture and will endeavor to influence our suppliers and customers in a similar strategic manner.

As part of our business strategies, our industrial relations practices are designed to ensure the delivery of the best outcomes for our people, the local community, workers within our supply chain and our business. Our practices and policies comply with applicable legislation and reflect cultural and national industry standards.

We employ people under fair, reasonable and market competitive terms and conditions. We recognise all parties in the employee and industrial relations framework. We engage and encourage consultation with our employees, contractors and representative groups.

Clear roles, responsibilities, and objectives have been identified to achieve these goals, and these are communicated throughout the organization. We shall:

- | comply with all applicable employment laws and regulations as well as any additional industrial relations contractual requirements when we design, construct or operate our plants or provide after sale services; we expect the same of all our business partners and supply chain;
- | undertake all efforts to design and construct our plants so they will consider all issues affecting industrial relations and working rule agreements that are to be followed relating to hours of work, accommodation, canteen and other welfare facilities;
- | aim to create, develop and lead highly motivated competent teams and individuals who have appropriate skills within long term sustainable employment opportunities;
- | involve all the employers at a site location at regular meetings, to discuss and monitor the implementation of any local agreement in place throughout the duration of the construction and operating activities;
- | commit to continual improvement of industrial relations performance by adopting best practice and reviewing progress at the management level.

This policy is binding to the Executive Board, managers and employees of Hitachi Zosen Inova. It will be communicated to all staff, subcontractors and suppliers and will be available to the public on the Hitachi Zosen Inova web site. This policy shall be reviewed periodically.

Zürich, 14th January 2021



Bruno-Frédéric Baudouin Chief Executive Officer (CEO)