

Quality Policy and Practice

February 2020



QUALITY POLICY STATEMENT

VolkerFitzpatrick (VF) is a multi-disciplinary construction-sector contractor operating across the United Kingdom. We operate under a fully established BS EN ISO 9001 compliant Quality Management System (QMS) which provides clear guidelines on how we manage quality throughout VolkerFitzpatrick.

Our business approach embodies the recognised principles of quality and the core philosophies of quality planning, assurance and control. We will:

- Always seek to fully understand the needs and expectations of our customers, and work together to experience excellence of service and product delivery
- Openly display leadership in the maintenance of a clear vision of our business values, strategy and direction, and communicate the business drivers, the quality mission and performance objectives to our employees, and all those under our management
- Provide our employees with the appropriate training and support needed to develop their skills, knowledge and experience. We will give individual responsibilities and accountability to employees for delivery performance, and will actively encourage each employee to realise his or her potential
- Ensure our resources and management methods include the appropriate evaluation of risks, consequences and potential impacts and value to our delivery of service. Our decision making will be based on factual analysis of accurate performance data, balanced with business experience
- Ensure our approach to management is undertaken in a structured and planned way to achieve our performance objectives in the most effective and efficient manner
- Seek continual improvement of our QMS, of our processes and our delivery. We will apply learning, encouraging innovation and seek better solutions wherever appropriate
- Maintain strong relationships with customers, supply chain and stakeholders, and work collaboratively to continually improve the quality of our delivery and the sustainability of our business

VolkerFitzpatrick's paving materials testing laboratories are governed by the QMS which meets the requirements of ISO 17025:2017. For the design, manufacture and supply of ready mixed concrete, the QMS meets the requirements of BS EN 206:2013+A1:2016 and BS 8500:2015 + A1:2016 Part 1 and 2, and client specification.

All employees and others working for VolkerFitzpatrick are required to comply with this policy, in particular, to ensure they cooperate and carry out activities in a responsible manner. It is the responsibility of VolkerFitzpatrick management and supervisory staff to ensure that this policy and its arrangements are implemented and upheld.

This policy will be reviewed annually and revised as often as may be deemed appropriate by VolkerFitzpatrick, and then brought to the attention of all employees. It is accessible to interested parties via the VolkerFitzpatrick website, Workspace, noticeboards and reception areas, or is available on request.

Richard Offord
Managing Director

John Cox
**VolkerFitzpatrick Director
(Representative for HSEQS)**

November 2019

November 2019

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INTRODUCTION**About VolkerFitzpatrick**

VolkerFitzpatrick is a multi-disciplinary contractor with a reputation for innovative engineering in the civil engineering, building, rail, waste and energy infrastructure sectors. Our customer focussed culture empowers our experienced employees to find project solutions which exceed the expectations of all stakeholders.

Founded in 1921, the company has built a reputation for its partnering and collaborative approach to both public and private projects, which in turn has helped grow the company through repeat business.

As part of one of the largest construction groups in Europe, VolkerWessels, we have access to the technical resources and innovations of companies working throughout the world. This includes our five sister companies in the UK with whom we form VolkerWessels UK (VW UK). Together we share best practice and skills, harness talent, improve delivery to clients and support the continued growth of the group in the UK.

VolkerFitzpatrick's registered office is Hertford Road, Hoddesdon, Hertfordshire, EN11 9BX.

Operational Context

The way in which VolkerFitzpatrick identifies and subsequently manages external and internal issues that are relevant to its purpose and its strategic direction is described within operational procedure Q19 *Determining the Context of our Organisation*.

Assessing context, together with the management of relevant issues arising, allows assurance of the business' ability to achieve the intended result(s) of its quality management system. VolkerFitzpatrick core values define the organisation's ethics and guide decisions, actions and behaviours, which drives the desire to achieve the very best delivery of service and product.

The VolkerFitzpatrick Quality Management System

A management system is a structured framework used by the business to establish policy and objectives and to describe processes used to achieve those objectives. A Quality Management System (QMS) directs and controls an organisation with regard to quality.

To lead and operate an organisation successfully, it is necessary to direct and control it in a systematic and transparent manner. Success can result from implementing and maintaining a management system that is designed to continually improve performance while addressing the needs of all interested parties. Our QMS is purposely designed to do this.

Organisations can decide to have an external body confirm that their QMS meets the requirements of BS EN ISO 9001. This is known as certification or registration. Registration assures users and customers that the organisation has a QMS in place that complies with BS EN ISO 9001:2015, irrespective of the business and its work. To maintain compliance, standards are monitored by regular surveillance by the certification body. VolkerFitzpatrick are registered to BS EN ISO 9001:2015. The British Standards Institute (BSI) is the registration body we use to confirm our QMS meets the requirements. They are accredited by the United Kingdom Accreditation Service (UKAS).

Our QMS has been developed around the requirements of BS EN ISO 9001:2015. Regular monitoring and auditing of the QMS provides a basis for evaluating its effectiveness and making changes as appropriate, thereby leading to better performance by the organisation on a sustained basis. VolkerFitzpatrick's QMS is an integrated sub-set of the VolkerWessels UK corporate QMS. It is targeted in terms of the VolkerFitzpatrick business model and scope, and made up of the following:

- A Quality Policy Statement (within this document)
- The Quality Policy and Practice (this document), which gives an overview of our approach to 'managing quality'. Every employee receives a copy of this document and it is also accessible to interested parties via the VolkerFitzpatrick website, Workspace (our Business Management System), reception areas or is available on request
- An organisational structure
- A set of operating 'Processes'
- A set of 'Procedures'

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INTRODUCTION (CONTINUED)**Quality Management Principles**

The VolkerFitzpatrick approach to quality management is founded upon the internationally and industry-wide recognised Quality Management Principles, which are:

- Customer Focus
- Leadership
- Engagement of People
- Process Approach
- Continual Improvement
- Evidence-based Decision Making
- Relationship Management

The Process Approach and use of Processes

A process is a set of interrelated or interacting activities which transforms inputs into outputs. BS EN ISO 9001 requires that we must identify the processes that are key to our QMS and how they apply across the company. VolkerFitzpatrick use of process incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking.

Procedures

A procedure is defined as a specified way to carry out an activity or a process. VolkerFitzpatrick utilises several documented procedures which are agreed by VolkerWessels UK, and subsequently VolkerFitzpatrick, as the accepted way in which key activities are undertaken:

- *H02 Risk Assessment and Method Statements*
- *Q01 Control of Documented Information - Overview*
- *Q02-VF Quality Planning Meeting*
- *Q03 Audit*
- *Q04 Non-Conformance and Corrective Action*
- *Q05 Lessons Learnt*
- *Q07 Management Review*
- *Q08 Measure and Test Equipment*
- *Q09 Planning Procedure*
- *Q10 Design Management*
- *Q10-VFB Design Management*
- *DP1 Design Management- General*
- *Q11 Tender Risk Classification & Tracking*
- *Q12 Construction Best Practice Guidance*
- *Q13 Project Planning*
- *Q14 Site Samples, Mock-ups, Test Panels and Benchmarks*
- *Q17 Principal Designer Role*
- *Q19 Determining the Context of our Organisation*
- *Q25-VF Temporary Works*
- *Q37 Information Management (BIM) Procedure Manual*
- *Q40 Paving Team Quality Management Systems Procedure*
- Collaborative Management Systems

Note on Accessing Workspace

The *VolkerFitzpatrick Quality Policy and Practice* is available as a printed document, and electronically via Workspace. The processes and procedures are also available via Workspace.

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1. INFORMATION MANAGEMENT

This section describes the procedures we have put in place to ensure that we use the right information correctly to manage business and project activities efficiently and effectively.

BS EN ISO 9000:2015 defines a 'document' as information and the medium on which it is contained, for example a record, specification, procedure document, drawing, report, or standard. The medium can be paper, magnetic, electronic or optical computer disc, photograph or master sample, or combination thereof. A set of documents, for example specifications and records, are frequently called "documentation". Some requirements (e.g. the requirement to be readable) relate to all types of documents. However, there can be different requirements for specifications (e.g. the requirement to be revision controlled) and for records (e.g. the requirement to be retrievable).

1.1 Control of Documented Information

BS EN ISO 9000:2015 also defines 'documented information' as information required to be controlled and maintained by an organisation and the medium on which it is contained. Documented information can be in any format and media and from any source. Documented information can refer to:

- The management system itself, including related processes
- Information created in order for the organisation to operate (documentation)
- Evidence of results achieved (records)

To operate in a consistent manner, and to meet legal, corporate, client and other requirements we maintain an Integrated Management System (IMS) which includes all VW UK policies, procedures, forms, standards, and reference information and VolkerFitzpatrick's Management system.

Q01 *Control of Documented Information - Overview* describes the business approach towards control. Q01-01 *Control of the Integrated Management System (IMS)* defines how we establish, create, format, reference, control, and make available the IMS documentation. This document also defines how we control the IMS screens and other storage areas within Workspace including the document library and the project folder structure.

1.2 Control of Records

Q01-02 *Control of Records and Workspace on Projects* defines the controls for retaining documented information, including but not limited to construction information, specifications (including drawings) and records (completed forms, plans or emails). It includes guidance on project based document storage and access to records through Workspace and permissions determined by folder security and individual employee access rights.

Q01-03 *Control of Records and Workspace in Offices and Departments* defines the controls for retaining documented information, including but not limited to shared services departments and regional business unit offices. It includes guidance on document storage and access to records through Workspace.

Q01-04 *Control of Archiving* defines the controls for archiving project and office records.

Where we are working in collaboration under BS ISO 44001:2017 document control and records control are agreed with our collaborative partner. Any copies of collaborative documentation we hold will fall within the remit of these procedures.

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2. ORGANISATION AND ARRANGEMENTS

2.1 Leadership

Leadership and commitment with respect to the quality of the services and products provided by, and the effectiveness of the quality management system used by VolkerFitzpatrick, is displayed down through the various levels of senior management. From the VolkerFitzpatrick Board, to the Senior Management Team, on through business unit and operations senior management, support specialists, and through line management functions, to team leaders.

Senior management within each of the three VolkerFitzpatrick operating divisions develop and sponsor a yearly Quality Improvement Strategy (QIS). Each QIS is briefed out by senior management to divisional staff.

Performance against the QIS is regularly monitored and supported by leadership via Senior Manager's Tours, Project Reviews and Business Briefings.

2.2 Responsibility for Quality Management

Quality Management leadership is provided as an integral part of the VolkerFitzpatrick management structure and its functionality. The roles that fall within VolkerFitzpatrick's senior management group are shown below:

- Managing Director
- Divisional Managing Directors
- Operations Directors
- Commercial Director
- Head of Health, Safety, Environment, Quality and Sustainability (HSEQS)
- VolkerWessels UK Corporate Responsibility Director
- Lead Quality Manager
- Divisional Quality Leads

Senior Management Responsibilities for Quality Include:

- Demonstrating leadership and engagement within the application of the QMS across the business
- Developing the Quality Policy and business performance objectives and targets for VolkerFitzpatrick, and ensuring that the correct organisational structure and resources are in place to support these goals
- Promoting the policy, strategic direction, objectives and targets to employees to increase awareness, motivation and involvement
- Ensuring a process approach to all management activity, and that risk / opportunity based thinking is applied appropriately to all planning and delivery activities
- Ensuring that the delivery goals and responsibilities for individual employees reflect our overall quality objectives
- Ensuring the business correctly focuses on the needs of our clients / customers, VolkerFitzpatrick and relevant interested parties
- Ensuring the QMS is implemented to meet the relevant needs
- Reviewing the QMS periodically and / or in response to strategic / tactical business needs
- Identifying ways in which to improve the QMS and its application

Different roles have varying levels of authority with regard to our QMS. These are explained as follows:

Managing Director

The Managing Director (MD) in coordination with the Board Director responsible for quality management is ultimately accountable holding overall responsibility for the operations of VolkerFitzpatrick, The MD is ultimately accountable for the company's QMS and setting realistic goals for the continual improvement of quality management.

Director responsible for Quality

The Managing Director Rail (who is also the Board of Directors' representative for quality management) holds responsibility for quality issues, developing long term strategy for the business to overseeing its day to day activities.

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2. ORGANISATION AND ARRANGEMENTS (CONTINUED)**2.2 Responsibility for Quality Management (Continued)****Divisional / Operations Directors**

Directors are responsible to the MD for:

- The operation of their divisions, from the initial business development process right through to achieving client satisfaction
- Leading the effective implementation of the QMS through their delivery teams
- Leading the implementation of the Quality Policy at all times
- Liaising with client / customers to ensure their satisfaction with our services and product delivery
- Providing leadership and engaging active participation of workers in improving quality management throughout our activities
- Ensuring adequate planning is undertaken to provide appropriate resources, training and efficient systems of working
- Ensuring risk / opportunities thinking is actively undertaken at all stages of activity planning
- Ensuring appropriate training, coaching, mentoring and support is provided to their staff to develop their knowledge, skills and experience with regard to the application of the QMS

Quality Management - Quality Team

For the purposes of clarification under BS EN ISO 9001:2015, quality management is not outsourced. Dedicated Quality Managers are directly employed by the operational divisions of VolkerFitzpatrick. In addition to this, VW UK Corporate Responsibility provides strategic direction, performance management, occupational health, IMS management, technical services and compliance support to all of the VW UK companies.

Head of HSEQS

Reporting to the Director Responsible for Quality, it is the responsibility of the Head of HSEQS to:

- Ensure the effective use of the Quality Management Team department and its resources
- Ensure the advisory service provided by the department is an effective and practical interpretation of applicable regulatory and company requirements
- Assist the Director Responsible for Quality in setting realistic goals for the continual improvement in quality management
- Develop the QMS to achieve the goals set
- Ensure that the goal's set are periodically monitored to agreed standards
- Ensure that the company is audited against the standards detailed in the QMS
- Liaise with the divisional Quality Leads

Senior Quality Managers

The Senior Quality Managers report to the MDs for each Divisional Business Unit and are required to support the application of the Quality Policy and of the QMS across their allocated part of the business. Within this they may identify to the Head of HSEQS ways in which the QMS and its application may be improved. In addition to the duties detailed for Quality Managers below, both roles are responsible for effective allocation of quality support across operational divisions within their designated remit.

Lead Quality Manager

The VolkerFitzpatrick Lead Quality Manager reports to the Head of HSEQS and is responsible for monitoring business application of the QMS in terms of compliance, and of providing support and advice on all quality management matters to operating divisions, and their staff.

Divisional Quality Leads

Divisional Quality Leads report to the MDs for each Divisional Business Unit and are designated individuals within each of the three operations divisions, who are responsible for advising and supporting divisional line management and staff with regard to the business unit application of the QMS. Further, monitoring performance and promoting opportunities for improvement.

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2. ORGANISATION AND ARRANGEMENTS (CONTINUED)**2.2 Responsibility for Quality Management (Continued)****Senior Quality Manager(s)**

The Senior Quality Managers report to the Divisional Quality Leads for each Divisional Business Unit.

Senior Quality Managers are required to support the application of the Quality Policy and of the QMS across their allocated part of the business. Within this they may identify to the Head of HSEQS ways in which the QMS and its application may be improved.

The Senior Quality Manager(s) is line manager for the Quality Managers within their Division. The senior role is responsible for managing and supporting the Quality Managers within their divisional remit.

The Senior Quality Manager is responsible for monitoring the divisional application of the QMS in terms of compliance, and of providing support and advice on all quality management matters to divisional projects, and their staff.

Quality Managers

Quality Managers (both visiting and where project resident) are part of the divisional team responsible for ensuring effective implementation of the QMS. Where there is no Senior Quality Manager they report directly to the Divisional Leadership Team. As a technical specialist they provide support, guidance and training.

The responsibilities of a Quality Manager are to:

- Inform, guide and support the workforce in creating workplaces with a positive culture that support the production and delivery of high-quality products and services with zero defects delivery
- Discuss current and future works and the inspection requirements necessary to achieve conformance with specification
- Carry out auditing in accordance with company procedure Q03 Audit to ensure compliance with existing requirements, including but not restricted to the requirements of the QMS
- Ensure that reports and / or improvement plans are compiled where necessary to enable corrective action to be implemented by site management
- Ensure thorough investigations are completed and appropriate records are compiled where incidents occur, and make recommendations to prevent recurrence
- Advise on quality management training requirements
- Ensure that VolkerFitzpatrick's quality management procedures and guidance are appropriate and maintained to reflect any changes in requirements
- Maintain their competence through continual professional development
- Adhere to the professional code of conduct as set through membership of the Chartered Quality Institute (CQI)
- Identify opportunities for improvement

Rail Standards and Compliance Manager

Reporting to the Technical Services Director for Rail is responsible for:

- Establishing the rail specific QMS requirements in line with BS EN ISO 9001:2015
- Working in close collaboration with the IMS Manager to ensure legal, sector specific, and other requirements are integrated within the QMS
- Compliance Auditing / Monitoring / Surveillance of project teams and of the project delivery supply chain against rail standards and requirements

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2. ORGANISATION AND ARRANGEMENTS (CONTINUED)**2.2 Responsibility for Quality Management (Continued)****Corporate Responsibility Director**

The Corporate Responsibility (CR) Director is responsible for the implementation and development of sustainable business practices throughout VW UK shared services and business units, to maintain compliance to corporate, legal, and stakeholder requirements. Reporting to the VW UK CEO, the responsibilities of the CR Director are:

- Oversight of health, safety, environment, quality and sustainability activities and staff across VW UK business units
- Oversight of corporate governance and risk management
- Development of CR strategy through a strategic view of the business environment
- CR management reporting and communications within VW UK and to VolkerWessels
- Management of the integrated management system, its related systems and applicable memberships, affiliations and registration schemes
- Provision of occupational health services to VW UK and its business units
- Commitment to the growth and development of employees, including the delivery of training services and external course provision
- Development of sustainable business practices including the selection and integration of tools and techniques
- Understanding the role of government, business, NGOs, society, global and local issues and how they interact with each other and their impact on VW UK
- Development of systems and protocols, including IT platforms, to support the needs of the business units
- Lead officer for major incidents and provision of legal support services

Integrated Management Systems Managers

Reporting to the CR Director, the Integrated Management Systems (IMS) Managers are responsible for:

- The coordination of activities related to the implementation, development and maintenance of the QMS
- Control, publishing and maintenance of the IMS within the document management system

Commercial / Estimating / Procurement Managers

It is the responsibility of the Commercial, Estimating and Procurement Managers to:

- Ensure subcontractors and suppliers working on behalf of VolkerFitzpatrick are aware of the quality policy and practice document and provided with the site specific procedures and environmental management plans
- Ensure the procurement policy is communicated to all subcontractors and suppliers
- Check the quality certification and performance of suppliers and subcontractors
- Arrange audits of suppliers and subcontractors with the Quality Manager
- Undertake an HSEQ start up meeting with the appointed subcontractor or supplier at contract award

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2. ORGANISATION AND ARRANGEMENTS (CONTINUED)**2.2 Responsibility for Quality Management (Continued)****Contracts Management / Site Supervision**

It is the responsibility of Contract / Site Management to:

- Oversee and support the effective implementation of the QMS and liaise with clients to ensure their satisfaction
- Train, support and mentor their direct staff to develop their knowledge / application of the QMS
- Be familiar with and observe all relevant standards, specifications and guidance applicable to construction and related industries
- Implement the company's procedures for dealing with subcontractors and ensure that proper cooperation and coordination takes place between the various parties who may share the workplace / site
- Provide an overall quality plan for each project, and ensure that the QMS is implemented throughout our activities
- Ensure employees, self-employed, temporarily employed, trainees and non-employed persons have received adequate training and information about the activity they are required to undertake, particularly by ensuring induction is provided for those attending a location for the first time
- Ensure employees are aware of the company's Quality Policy and that they have understood its requirements
- Liaise with others as applicable and support initiatives for quality management
- Report all incidents and complaints to the appointed Quality Manager, carry out investigations, make recommendations to prevent recurrence and ensure this information is effectively communicated
- Ensure that work inspections are carried out, including maintenance of appropriate inspection records
- Implement the advice given by the company's appointed Quality Managers
- Attend quality management training arranged by the company

Site Foremen / Gangers

It is the responsibility of Foremen and Gangers to:

- Ensure operatives are suitable, competent, trained and authorised to carry out the work
- Encourage the workforce to work in an efficient and tidy manner
- Be familiar with and observe all relevant provisions applicable on site and take immediate action in respect of advice given by the company's appointed Quality Managers
- Cooperate and liaise where appropriate with other contractors' site supervision

All Employees, Subcontractors and any other Persons Working on our Behalf

It is their responsibility to:

- Understand the parts of the QMS applicable to them and cooperate with management / supervision in its implementation
- Follow the instructions given regarding methods of work for particular tasks
- Keep equipment in good order, use the correct equipment for the task, and report any defects in plant and equipment or any shortcoming in construction methodology to their manager / supervisor
- Be instrumental in creating workplaces with a positive culture that support the production and delivery of high quality products and services with zero defects

Shared Services Departmental Heads

It is their responsibility to:

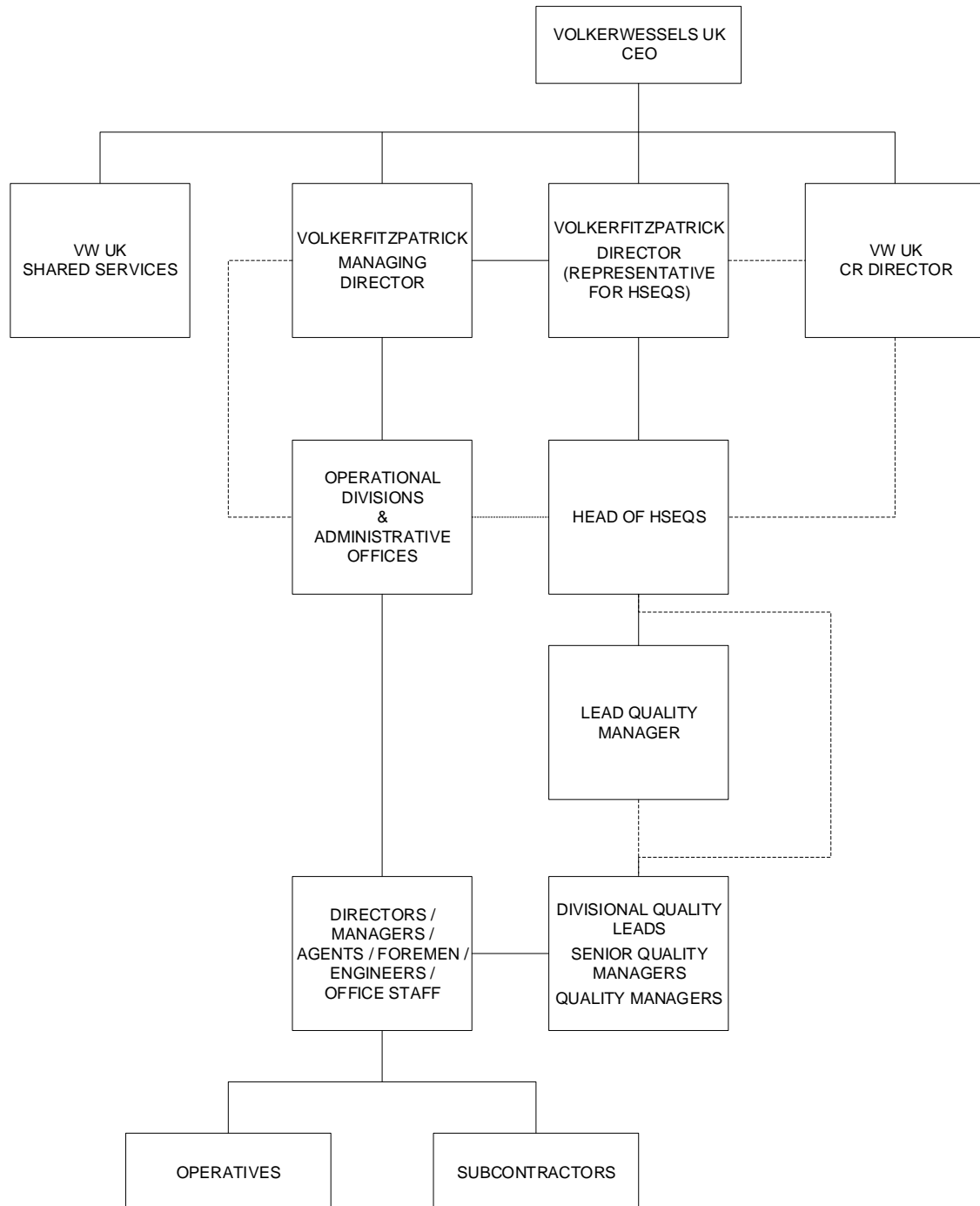
- Establish the processes and procedures for their areas of responsibility and incorporate them within the QMS, in accordance with Q01 *Control of Documented Information - Overview*
- Ensure departmental staff are aware of, and implement, the parts of the QMS applicable to them
- Be instrumental in creating workplaces with a positive culture that support the production and delivery of high-quality products and services with zero defects

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2. ORGANISATION AND ARRANGEMENTS (CONTINUED)

2.3 Organisation and Structure

The company is managed by the board of directors, with the structure for quality management as detailed below:



2. ORGANISATION AND ARRANGEMENTS (CONTINUED)

2.4 Interested Parties

BS EN ISO 9001:2015 requires the Interested Parties of an organisation to be determined; Interested Parties include people or organisations that can affect, be affected by, or perceive themselves to be affected by a decision or activity of VolkerFitzpatrick / VolkerWessels UK. VolkerFitzpatrick understands the importance of meeting the requirements of its Interested Parties. Interested Parties (including their needs and expectations) that are affected by the VF QMS include:

Interested Parties	Needs and Expectations
<ul style="list-style-type: none"> VW UK Employees 	<ul style="list-style-type: none"> Quality of work / life, Job Security, challenge, personal and professional development, career opportunities.
<ul style="list-style-type: none"> Shareholders (e.g. VW NL) 	<ul style="list-style-type: none"> Sustainable growth and profitability.
<ul style="list-style-type: none"> Sub-contractors 	<ul style="list-style-type: none"> Surety of work, paid on time, collaborative working, respectable working environment, desire to work with a responsible organisation.
<ul style="list-style-type: none"> Clients / Customer 	<ul style="list-style-type: none"> High level of service delivery, on time and on budget, in line with client expectations.
<ul style="list-style-type: none"> Suppliers 	<ul style="list-style-type: none"> Information of what is required and when, payment terms are met.
<ul style="list-style-type: none"> Government agencies 	<ul style="list-style-type: none"> Compliance to applicable requirements
<ul style="list-style-type: none"> Regulatory bodies 	<ul style="list-style-type: none"> Compliance to all regulatory and statutory requirements
<ul style="list-style-type: none"> Local community 	<ul style="list-style-type: none"> Considerate construction company when working within local communities.
<ul style="list-style-type: none"> General Public 	<ul style="list-style-type: none"> Minimal disruption to their everyday lives, enhancing the infrastructure and communities.

Q19 *Determining the Context of our Organisation* further explains our Interested Parties.

2.5 Quality Objectives, Continual Improvement and Key Performance Indicators

VolkerFitzpatrick is committed to continually improving performance across all its activities. To ensure that we are achieving the best delivery outcomes possible, we need to measure our performance against our stated objectives. VolkerFitzpatrick has established a number of Key Performance Indicators (KPIs) that help us to measure our performance.

The results of these KPIs help us to identify areas that need attention, and by changing our processes to deal with these areas we continually monitor the appropriateness, and seek to improve the effectiveness of the QMS.

Objectives are established in agreement with 'top management'. These objectives set targets which relate to the KPIs, as well as other requirements according to the current needs of the organisation.

2.6 Communication

VolkerFitzpatrick is committed to involving all of its employees in the management of quality. We will ensure that our objectives are communicated to employees in a range of ways, including individual meetings, team briefings, memos, notice boards, and other means, and we welcome and act upon employee feedback in order to maintain continual improvement.

2. ORGANISATION AND ARRANGEMENTS (CONTINUED)**2.7 Management Review**

At least once a year, VolkerFitzpatrick holds a management review of its QMS, as detailed within the procedure Q07 *Management Review*.

Minutes of the review are issued to appropriate parties, and any changes that are required as a result of the review are incorporated into the management system. Management system changes are communicated through the 'Record of Revisions', emailed to all employees on a monthly basis.

Review includes consideration of external and internal issues that are relevant to VolkerFitzpatrick business purpose and strategic direction. Further, identification and review of issues that could affect the business's ability to achieve the intended results of its quality management system including those other management control systems operating within the scope of the QMS.

The continued appropriateness of the QMS is reviewed regularly against the size and scope of the business, its markets, legislative change, and client and stakeholder requirements. Any intended changes, modifications, extension of scope are agreed with senior management and the VolkerWessels UK Corporate Governance and IMS teams.

2.8 Organisational Knowledge

VolkerFitzpatrick captures operational lessons learnt and best practice from across the business by use of an accessible data centre within Workspace. Information is gathered from various sources, including project and business forums.

Project Lessons Learnt - VolkerFitzpatrick have a structured approach towards the formal capture of learning at key stages of a project. Each key stage has a proforma that asks questions to aid the capture of best practise and lessons learnt. The information recorded will then be collated and analysed to assist with continuous improvement throughout the business.

The process is described within Q05 *Lessons Learnt*. The key stages include:

- At the end of tender period once a decision has been made by the client
- Within 12 weeks of the Tender Handover and project start
- Post Project Completion

This information will be collated every three months and presented on Q05-06 *Lessons Learnt Dashboard Analysis* for issue at the Senior Management Team meeting.

Best Practice Knowledge is captured corporately via Best Practice documents. These have a set template to record the knowledge in a concise and consistent way, including use of photographs.

Draft templates are reviewed and edited where necessary before placement within the Best Practice Folder within Workspace.

3. RESOURCE MANAGEMENT

3.1 VolkerFitzpatrick Employees

We take care that the Directors and Departmental Managers allocate responsibilities to those who have the appropriate competence (skills, knowledge and experience) for their role.

The VolkerFitzpatrick Mission Statement is - "Working together to Experience Excellence for our clients and our people." Delivery against the mission statement is supported by key business drivers, the Five 'Cs', setting out the parameters within which all staff are expected to operate as a business:

- Challenge yourself and others
- Communicate with the team
- Certainty of programme
- Cost awareness
- Campaign against rework

All staff have, and continue to, attend Experience Excellence and 5Cs training and briefing updates.

Staff needs assessment of technical, engineering specific and role specific competency is undertaken against a skills matrix. Further, VolkerFitzpatrick is committed to offering training opportunities for all employees, and training needs are identified at annual Personal Development Reviews. Training can be undertaken either through a formal or informal approach, after which it is evaluated and recorded by the relevant team who also retain copies of certificates and cards that have been gained.

Functional roles are outlined in job descriptions where identified as appropriate for the role concerned.

3.2 External Resources

We use a number of external resources to help us with our work, including subcontractors, suppliers and consultants. When selecting external resources, we use our Business Management System, Workspace to store information regarding each organisation.

All tender bid and subsequent project teams, will ensure that engagement with the supply chain aligns with the wider business and group procurement strategies, complies with relevant business and group processes and policies, helps the business achieve its objectives and above all is conducted ethically and aligns with the companies values.

All external resources must adhere to the requirements of our QMS, unless operating under their own QMS which should be registered to BS EN ISO 9001:2015 by a UKAS certified registration body.

3.3 The Working Environment

VolkerFitzpatrick is committed to providing a safe and suitable working environment. We take care to ensure that we provide appropriate resources, such as buildings, equipment, transport and supporting services, and that they are maintained in a condition that enables our employees to work safely and to meet VolkerFitzpatrick's and our clients' objectives.

4. PROJECT DELIVERY

4.1 Initial Capability Assessment

VolkerFitzpatrick selects projects that we know we have the resources to deliver, to meet client requirements, and that fit into our overall business plan. This means that we consider issues such as the type and size of project, geographical location, the nature of the client and their needs, and available resources.

4.2 Risk and Opportunities Management

VolkerFitzpatrick utilises quality risk management towards the identification, assessment, and prioritisation of risk as the effect of uncertainty, whether positive or negative, on our delivery performance objectives. This taken with a coordinated and efficient application of resources and processes seek to:

- Achieve intended performance results
- Prevent, or reduce undesired effects
- Maximise the realisation of positive opportunities
- Achieve improvement

4.3 Quality Planning

Within all stages of our business activity we incorporate appropriate quality planning techniques to ensure we:

- Fully understand the delivery objectives and requirements against the service we provide
- Have in place the necessary management, and process control mechanisms and procedures to assure successful delivery
- Undertake appropriate verification, validation, monitoring, measurement, inspection and test activities to ensure delivery standards are achieved and maintained
- Ensure we have the records needed to provide evidence that the service and resulting product delivery accurately meet requirements

4.4 Pricing Project Requirements

Tendering processes ensure that we, and our supply chain, clearly understand and can meet the project requirements.

If the tender is successful, the requirements to deliver the project are transferred to the Operational teams. The Project team will, with the assistance of the Procurement department, use our procurement processes to ensure that we follow the correct procedures for procurement throughout the project.

An important function of these processes is to show that we keep clear records of how we select suppliers and why and how we procure goods and services to ensure that quality is monitored throughout.

4.5 Delivering the Project

During construction, there are a number of processes that must be adhered to; these include development of the *Site Management Plan (SMP)*, which summarises the actions that must be applied in order to meet client requirements for the project.

It is also important that we keep close control of any products and equipment used during the project, both those that VolkerFitzpatrick has procured and those that may have been supplied or specified by the client. For example, we need to keep records to show that we have inspected goods and made sure that they meet our requirements before accepting delivery, keep notes of anything we have returned and state why, clearly mark any goods that are not to be used, and continue to monitor goods or equipment throughout the project to ensure safekeeping and that they remain in a fit state. We must also protect any works that are fully or part-finished while other activities are going on around them to prevent damage. Exact requirements will be agreed with the client and be recorded in the SMP. Company procedure Q04 *Non-Conformance and Corrective Action* details how we manage non-conforming products. By following our SMP, we ensure that both VolkerFitzpatrick's and our clients' requirements are met.

Our ultimate aim is, of course, to exceed client satisfaction. Throughout the project we ensure that we regularly liaise with our client to agree and record what is required, revising our approach as appropriate to meet new needs, and follow all established processes, procedures and guidelines to deliver the works to our client's satisfaction and in line with industry, legal and other requirements.

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4. PROJECT DELIVERY (CONTINUED)

4.6 Client Related Processes

Requirements specified by the client / employer are determined, and particular consideration is given to:

- Availability of product collection, delivery and support
- Obligations related to product and service including statutory and legal requirements

In order to establish and maintain client satisfaction, it is ensured that each commitment to supply either product or service in relation to the project is formally reviewed and controlled.

This review is conducted prior to the commitment to supply and shall ensure that:

- The requirements are adequately defined, documented and planned
- Where the client provides no written statement of requirement, the order requirements are confirmed before acceptance
- The requirements comply with the enquiry and any differing requirements are satisfactorily resolved
- VolkerFitzpatrick has the ability to meet the defined requirements

The results of the review and subsequent follow-up actions are recorded. Where product or service requirements are changed, and agreed with the client or their representative, the documentation is amended and all relevant personnel made aware of the change.

4.7 Change Management

All projects are required to implement, manage and maintain an effective change control process, which addresses the various elements of change control including:

- Identification of change
- Reacting to change
- Evaluation of change
- Response to change in formal documentation
- Authorisation
- Implementation of change by designers and constructors
- Recording and reporting of all changes
- Monitoring actual costs of change

All projects utilise Workspace to ensure that the latest information related to change to delivery requirement is always available to relevant project personnel. Workspace also be used to manage the effective notification of any changes to service requirement, performance specification, or delivery requirement, together with identification of any impact arising out of change.

4.8 Project Handover and Closure

VolkerFitzpatrick projects will put in place a completion strategy to ensure a planned approach to undertaking all handover activities and closure of any outstanding or deferred works. Further, that any minor defects and / or snags are cleared in a timely manner.

Under the strategy, handover plans may be prepared appropriate to the scale of each individual or linked project works.

Post-project Delivery Activities

Each VolkerFitzpatrick operating division will establish its own strategy towards post-project delivery activities with its clients / employer. This will include after-care management.

5. MEASUREMENT, ANALYSIS AND IMPROVEMENT

VolkerFitzpatrick uses a number of measurement techniques to help us analyse and improve our performance.

By looking at how we do things and the results we achieve, we are able to revise our systems, such as our QMS, where required.

KPIs and client surveys are examples of how we gain feedback on how we are performing and what our clients' think of us.

5.1 Client Satisfaction

Obtaining client / customer feedback is a vital part of VolkerFitzpatrick's internal review of project delivery performance. Recognising the realities of obtaining customer satisfaction feedback, VolkerFitzpatrick applies to one of six main process streams:

1. Use of QMF-76 *Client Satisfaction Report* as applicable, applied monthly to all projects
2. Use of QMF-76 *Client Satisfaction Report* as applicable applied at other intervals as agreed with client / employer / customer
3. Use of *Customer Care Pack* as applicable, directly applied to identified major project by the Customer Care Manager
4. Use of a client project performance Scoring mechanism (such as Network Rail's PRISM protocol)
5. Use of client / VF project minuted meeting(s) to capture and respond to issues
6. Use of client / VF project performance scoring during project Visualisation Meetings

The Project Manager is to confirm with the project client / employers representative, via a statement within the Project Quality Plan, which one of the above processes will be utilised.

5.2 Audit and Surveillance

An audit is most easily described as a formal assessment of the application of agreed processes and ultimately procedure(s). An audit is not activity based (that is a surveillance), it is process based. VolkerFitzpatrick's internal auditors will perform periodic checks on the application of our QMS in accordance with procedure Q03 Audit to determine effectiveness and company-wide conformance to the system.

From time to time we are also audited by external bodies (third parties), such as clients, trade organisations and the BSI. These audits will demonstrate conformance to our QMS, current performance, our ability to meet their requirements and where appropriate conformance to standards such as BS EN ISO 9001:2015 and ISO 44001:2017.

Surveillance is an observational technique of assessing a chosen delivery activity for compliance against an appropriate plan of action, most usually an Inspection and Test Plan (ITP). Surveillance tests the application of measures and controls identified within the ITP, and hence assesses the confidence level that the output of the activity observed will be compliant against the Plan. Project surveillances are undertaken against an agreed schedule.

5.3 Control of Non-Conformance

BS EN ISO 9000:2015 defines 'non-conformity' as 'non-fulfilment of a requirement', where 'requirement' is a 'need or expectation that is stated, generally implied or obligatory'.

Non-conformance potentially arises through any of the following:

- At internal audit, a failure to comply with VolkerFitzpatrick systems and requirements
- Failure of a product / service upon testing / inspection to comply with specification requirements
- Complaint from a customer / client in respect of the product / service provided by VolkerFitzpatrick
- Third party complaint

When such instances are identified, they are dealt with in accordance with procedure Q04 *Non-Conformance and Corrective Action*.

5. MEASUREMENT, ANALYSIS AND IMPROVEMENT (CONTINUED)

5.4 Corrective Action

Corrective action is the action taken to eliminate the cause of an identified non-conformity. It is the action taken to deal with the root-cause of the situation.

Procedure Q04 *Non-Conformance and Corrective Action*, defines how non-conformances, including complaints from the client, are reviewed in order to determine the required action. The review will also include:

- Identifying if the QMS or contract documentation need to be reviewed; and if corrective action is required, the appointed Quality Manager is informed and will help agree how the revision is to be applied;
- If our service is found to be non-conforming, we may discuss this with the client to see if the task needs to be re-worked, or whether an alternative approach or concession can be agreed; and
- Any changes made are communicated to all employees and the new arrangements monitored for effectiveness.

5.5 Performance Evaluation

VolkerFitzpatrick monitors project delivery trends via data collected from various sources, including KPIs site inspections, internal reviews, non-conformances, audits, client satisfaction surveys, feedback on our supply chain, etc. The data is analysed to discover how effectively the business, its divisional units and individual projects are performing. Further, to identify where there are any weaknesses, or areas for improvement in our management processes and QMS.

Performance headlines are reported monthly and regularly presented to the senior management team (top management) for review.

5.6 Analysis of Data

The results that we collect from KPIs, internal reviews, non-conformances, audits, client satisfaction surveys, feedback on our supply chain, etc. are analysed to discover how effectively we are performing and where there are weaknesses in our QMS. In this way we can identify areas for improvement.

5.7 Continual Improvement

Continual improvement of our QMS is achieved by using the data we collect, as described above, as well as through employee feedback and management reviews, to revise and improve our systems and processes.

6. IMS AUTHORISATION

Document owner approval:

Andrew Battye, Head of HSEQS - 25.02.2020

Approval for IMS:

Andria Georgiou, IMS Coordinator - 25.02.2020