VolkerFitzpatrick

Quality Policy and Practice

January 2024

QUALITY POLICY STATEMENT

VolkerFitzpatrick (VF) Limited is a multi-disciplinary engineering and construction contractor operating in the UK and internationally providing complex engineering solutions across a wide range of sectors including: commercial, industrial, education, entertainment, rail infrastructure and depots, airports, waste and energy.

We operate under a fully established BS EN ISO 9001 and BS 99001 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 interested parties, working together to experience excellence. Ensure we are able to consistently deliver products and services that fully meet the requirements of our contracted terms, and applicable statutory and regulatory requirements.
- Openly display leadership in the maintenance of a clear vision of our business core values, vision and principles towards what we do. To support and engage with our employees, and all those under our management to ensure safe, efficient and accurate delivery of our projects.
- Provide our employees with the appropriate training and support needed to develop their skills, knowledge and experience. Allocate individual responsibilities and accountability to employees for delivery performance, and actively encourage each employee to realise their potential.
- Inspire a quality culture where everyone is empowered to invest in quality from the start and have the authorisation to pause or stop works where quality is to be compromised
- 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.
- Seek continual improvement of our QMS, of our processes and our delivery. We will apply learning, encouraging innovation and seek better solutions wherever appropriate. Learning and improvement will include consultation with and review of feedback from, employees, the workforce, and relevant interested parties.
- 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 + A2:2019 and client specified technical requirements.

All employees and others working for VolkerFitzpatrick are required to comply with this policy, in particular, to ensure we deliver levels of quality that are in agreement with our own and our customer's expectations. 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.

James Hindes Managing Director	Stuart Deverill VolkerFitzpatrick Director (Representative for Quality)
January 2024	January 2024

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INTRODUCTION

About VolkerFitzpatrick

VolkerFitzpatrick (VF) Limited is a multi-disciplinary engineering and construction contractor operating in the UK and internationally providing complex engineering solutions across a wide range of sectors including: commercial, industrial, education, entertainment, rail infrastructure and depots, airports, waste and energy.

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 VolkerWessels, we share best practice and skills, harness talent, improve delivery to clients and support the continued growth of the business in the UK. Our customer focussed culture empowers our experienced employees to find project solutions which exceed the expectations of all stakeholders.

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*.

The VolkerFitzpatrick Quality Management System

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

The QMS and its utilisation on projects, is monitored by regular surveillance by the certification body. VolkerFitzpatrick are registered to BS EN ISO 9001:2015 and BS 99001:2022. 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).

The VolkerFitzpatrick Quality Management System is 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’

The company’s Quality Policy and use of quality management system is applicable to all projects, offices and operational facilities.

The project application of the QMS is described with each project specific Quality Management Plan Plan (QMP), which may be set out within:

- The Quality Management section of the Project (H02-01) Site Management Plan (SMP) or iSMP (intelligent Site Management Plan) or;
- A separate project specific Quality Management Plan - structured to meet specific Employers’’ Requirements / Works Information requirements, and as such subject to their approval.

INTRODUCTION (CONTINUED)

Digital Construction

VolkerFitzpatrick continues to invest in digital technology and innovative solutions, to empower us to manage information, work smarter, create more time for thinking, improve delivery efficiency and ultimately the quality of our service and product.

The business has established a 'Digital Roadmap' to plan and track progress on its digital and innovation journey. Project teams are fully involved with trials and technology roll-outs to ensure learning and best value is achieved. A 'Digital Toolbox' sets out guidance to the business and its projects guidance on available digital technologies - what to use, when to use it, and how to get best value out of it.

Project 'Digital Plans' are developed to set out which digital applications are relevant to a particular project. The plans adopted by each project are to be described within the Project Site Management Plan.

Information related to the Digital Roadmap, Digital Toolbox and Digital Plans are all available via the business intranet In-Site.

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 and BS 99001 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.

INTRODUCTION (CONTINUED)

Procedures

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-VF *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*
- Q13-VFB *Project Planning*
- Q14 *Site Samples, Mock-ups, Test Panels and Benchmarks*
- Q17 *Principal Designer Role*
- Q18 *Objectives, Targets, Measures and Actions*
- Q19 *Determining the Context of our Organisation*
- Q24-VF *Inspection and Testing*
- Q25-VF *Temporary Works*
- Q37 *Information Management (BIM) Procedure Manual*
- Q40 *Paving Team Quality Management Systems Procedure*

In support of the above there are a number of rail specific management documents that cover compliance, design and engineering to meet the specific requirements of the Rail Sector.

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.

Policy and Practice documents are also observable via the public accessible VolkerFitzpatrick website.

1. INFORMATION MANAGEMENT

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.

1.1 Control of Documented Information

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 Asite / 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.

Use of Asite - From January 2023, all *new* VolkerFitzpatrick projects use Asite instead of Workspace for design management, project record-keeping and project procurement.

Use of MS Teams - The use of MS Teams brings clear benefits in terms of collaborative working and ease of information sharing, but requires stewardship with regard to Teams Group membership, levels of access and archiving of data. To meet business governance requirements, project related data including reports, forms and or instructions held on Teams must only be to assist their development, review and approval, once finalised they must be transferred and subsequently archived within relevant Asite project folders.

2. ORGANISATION AND ARRANGEMENTS

2.1 Leadership

Leadership and commitment to quality of our services and products and the effectiveness of the quality management system is driven by the VolkerFitzpatrick Board. The Board support the various levels of management in the business to projects in the delivery of the requirements of the quality management system and specific project quality requirements.

Yearly quality improvement plans (QIP) are developed jointly by the quality team and senior managers within VolkerFitzpatrick. These QIPs are endorsed and supported by the Board and performance against the QIPs is regularly monitored and reported to the Board.

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
- Technical Director
- Health & Safety Director
- VolkerWessels UK Corporate Responsibility Director
- Lead Quality Manager
- Divisional Quality Leads

Responsibilities for quality for all Senior Management roles 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
- Ensuring product and service conformity is measured
- Ensuring quality is prioritised when considering on-time and on-budget delivery
- Ensure that responsible persons take appropriate action if planned results are not, or will not be, achieved throughout the project life cycle, by the organization and its supply chain.

2. ORGANISATION AND ARRANGEMENTS (CONTINUED)

2.2 Responsibility for Quality Management (Continued)

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 for Building Division (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.

Divisional / Operations Directors

Directors are additionally 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 policy and QMS through their delivery teams
- Providing leadership and engaging active participation of workers in improving quality management throughout our activities
- 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

Contracts Management / Site Management

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
- Provide an overall quality plan for each project, and ensure that the QMS is implemented throughout our activities
- 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
- 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 including the quality
- Ensure that work inspections are carried out, including maintenance of appropriate inspection records. Ensure that quality related incidents and Non-conformances are raised in line with company procedures.
- Attend quality management training arranged by the company

General 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
- Ensure that work inspections are carried out, including maintenance of appropriate inspection records. Ensure that quality related incidents and Non-conformances are raised in line with company procedures
- Cooperate and liaise where appropriate with other contractors' site supervision

2. ORGANISATION AND ARRANGEMENTS (CONTINUED)

2.2 Responsibility for Quality Management (Continued)

Technical Director

It is the responsibility of the Technical Director 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

Health & Safety Director

It is the responsibility of the Health & Safety Director to:

- Ensure the effective use of the Health and Safety Management Team department and its resources to support the delivery of the QMS.
- Manage the Rail Standards and Compliance team and Manager
- Establishing the rail specific QMS requirements in line with BS EN ISO 9001:2015
- Ensure the advisory service provided by the department is an effective and practical interpretation of applicable regulatory and company requirements
- Ensure that the company is audited against the standards detailed in the QMS

Quality Management Roles - competence, support, impartially and independence

For the purposes of clarification under BS EN ISO 9001:2015, quality management is not outsourced. Competent quality management professionals are employed with the necessary skills, knowledge and experience, as detailed within job descriptions and vacancies (when applicable).

Dedicated Quality Managers are directly employed within the operational divisions of VolkerFitzpatrick. Their line management reporting lines are outside those of operational delivery teams, and thus maintain the ability to perform their roles with independence and impartially, and the full support of the organisation. Their competence is reviewed on a regular basis including, but not limited to, Development Performance Reviews (DPRs).

The VW UK CR Director, in reporting to the CEO, retains overall responsibility for the integrated management system (IMS) and oversight of quality management on behalf of the VW UK board.

The VW UK Director retains impartiality in their remit and extends this impartiality to all employees in dedicated quality management roles, to ensure they are facilitating the achievement of quality management requirements. The VW UK CR Director's responsibilities include a duty to support dedicated quality management employees in the achievement of their own responsibilities, and will report any shortfalls to the VW UK board as a minimum.

2. ORGANISATION AND ARRANGEMENTS (CONTINUED)

2.2 Responsibility for Quality Management (Continued)

Lead Quality Manager

The VolkerFitzpatrick Lead Quality Manager reports to the Technical Director 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 Technical Director Additionally they are responsible for advising and supporting the Divisional Business Unit management in the implementation of the QMS and specific project quality requirements.

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 Technical Director ways in which the QMS and its application may be improved.

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 Quality Lead.

The responsibilities of a Quality Manager are to:

- Ensure that VolkerFitzpatrick's quality management procedures and guidance are appropriate and maintained to reflect any changes in requirements
- 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
- 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 Health & Safety Director 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

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

Corporate Responsibility Director (Continued)

- 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

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

2. ORGANISATION AND ARRANGEMENTS (CONTINUED)

2.2 Responsibility for Quality Management (Continued)

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

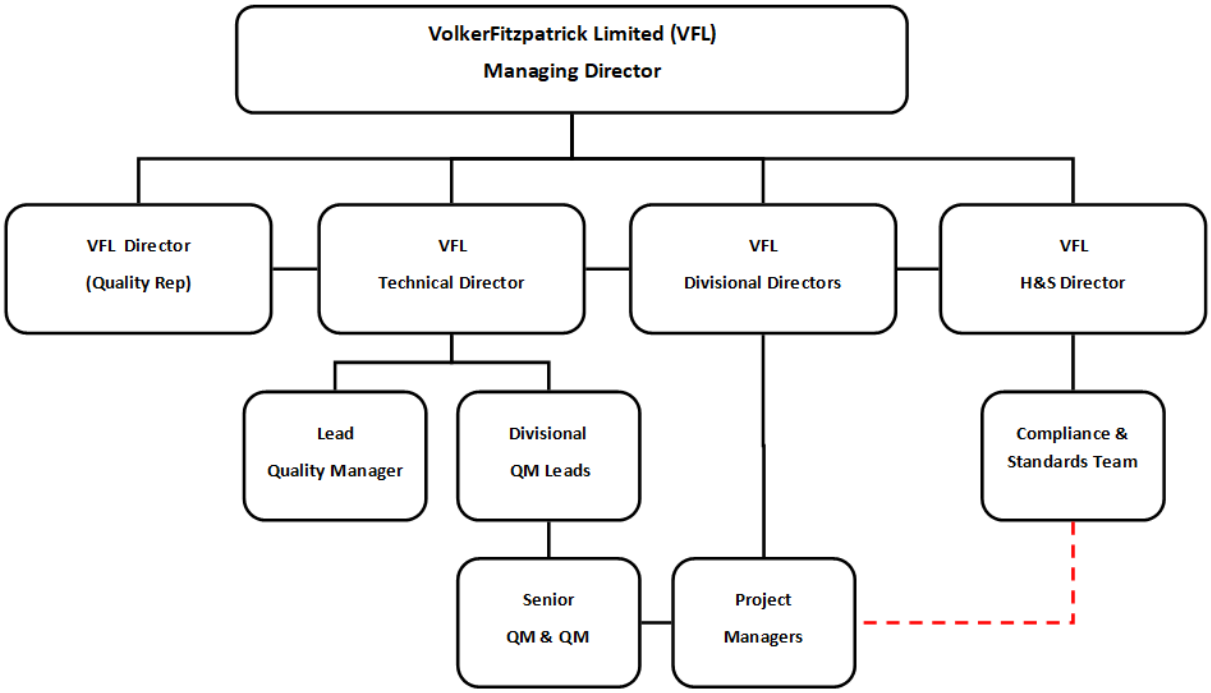
It is their responsibility to:

- 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
- Raise any quality concerns or non-conformances

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
• VW UK Employees	• Quality of work / life, Job Security, challenge, personal and professional development, career opportunities.
• Shareholders (e.g. VW NL)	• Sustainable growth and profitability.
• Sub-contractors	• Surety of work, paid on time, collaborative working, respectable working environment, desire to work with a responsible organisation.
• Clients / Customer	• High level of service delivery, on time and on budget, in line with client expectations.
• Suppliers	• Information of what is required and when, payment terms are met.
• Government agencies	• Compliance to applicable requirements
• Regulatory bodies	• Compliance to all regulatory and statutory requirements
• Local community	• Considerate construction company when working within local communities.
• General Public	• 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.

The Objectives follow a cascade from VolkerWessels UK corporate, through VolkerFitzpatrick and its business and on to projects. This allows review of ongoing performance against goals and measurable targets at all levels in a co-ordinated manner.

Each project is required to develop its own specific delivery objectives reflecting the terms of project contract scope and requirements. Project objectives are set out within the project Quality Management Plan.

2. ORGANISATION AND ARRANGEMENTS (CONTINUED)

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.

Our requirements for quality are communicated to our supply chain via the procurement process during supplier on-boarding, tendering, project pre-start, and within on-going management and supervisor meetings throughout the execution of the works. Regular reporting and open dialog on quality will be maintained with customers, project stakeholders and other interested parties during delivery of the works - methods to include formal meetings, documented reports, and / or Newsletters as appropriate.

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.

Management review also incorporates consideration of project feedback and review of performance.

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. The process utilises a Microsoft Power APP as the electronic data vehicle for upload, reading and download of Lessons Learnt (LL) data. Information is gathered from various sources, including project and business forums.

The Lessons Learnt Process has been developed in order to identify areas of learning from positive and negative experiences at all stages throughout the lifecycle of a project. It applies to all VolkerFitzpatrick operating divisions and projects and includes pre-construction activities and framework contracts.

The process is described within Q05 *Lessons Learnt*.

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 6Cs, 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
- Care about our people, projects and business

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.

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 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

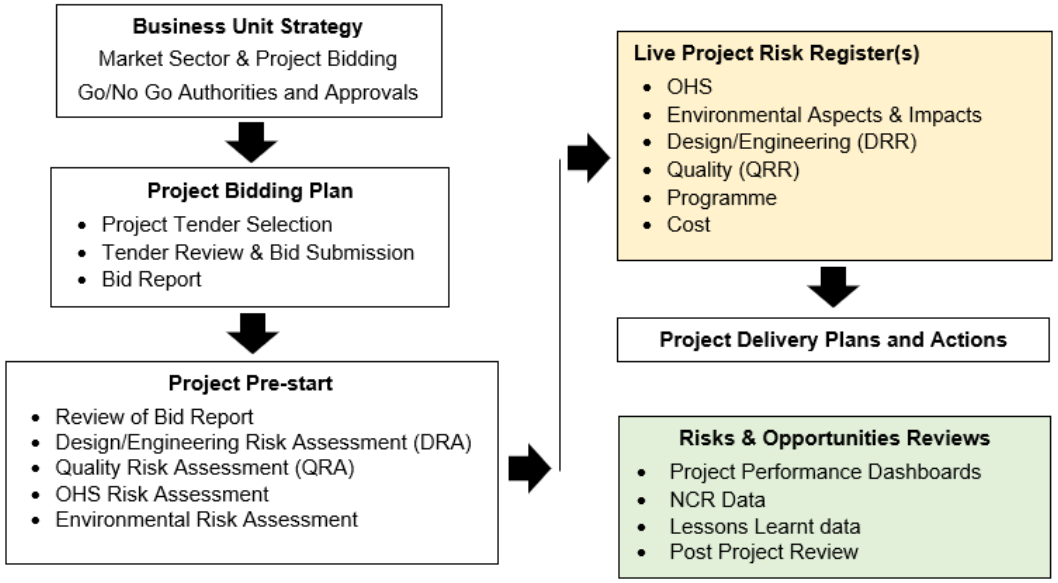
Project risks are identified, assessed, mitigated and / or controlled throughout:

- During the project Tender / Bid process - Go / No Go assessment & authorisation
- Design delivery risk assessment - Design / Engineering assessment
- Project Enablement review

4. PROJECT DELIVERY (CONTINUED)

4.2 Risk and Opportunities Management (Continued)

- Using the live Project Risk Register
- Internal Divisional performance reporting
- Business / Senior Management reporting



Management

With specific reference to potential risks in delivering the required quality of product on site, each project will establish and maintain a management process (quality risk assessment - QRA) to undertake concise formal review of quality risk towards the safe, accurate and efficient delivery of the works. A Quality Risk Register is to be used across all stages of the Project lifecycle.

The project delivery team is required to review quality risks and opportunities at regular intervals. Reviews are also to actively include designers, sub-contractors, installers and/or service supply specialist as appropriate.

4.3 Quality Planning

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

- Fully recognise 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. PROJECT DELIVERY (CONTINUED)

4.4 Supply Chain Procurement

Tendering processes ensure that we, and our supply chain, clearly recognise and can meet the project requirements. Selection of suppliers / subcontractors is to be undertaken with reference to a regularly updated list of approved suppliers is in place and maintained (on Workspace).

VolkerFitzpatrick will utilise the Common Assessment Standard, Constructionline as an important part (taken together with VolkerFitzpatrick internal database of supplier performance) of its supplier pre-qualification (PQ) process. This allowing for assessment of the organisational technical and delivery competence of the supply chain.

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. Suppliers / subcontractors will be issued with a copy of our contractors Policy which sets out the VolkerFitzpatrick (VF) requirements for Occupational Health and Safety, Quality & Environmental Management on its projects.

Product / materials selection - The Project team is to ensure that all product / materials used within the works meet the requirements of the UK Construction Products Regulations. Within the role of Principal Contractor, VF must ensure that sufficient checks are undertaken on the suitability of product / materials with regard to fire and building regulation / technical standards compliance.

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) or Construction Phase Plan (CPP),* which summarises the actions that must be applied in order to meet client requirements for the project.

Under the terms of the Quality Management section of the Project (H02-01) Site Management Plan (SMP) or iSMP (intelligent Site Management Plan) or; separate project specific Quality Management Plan - the works must be executed in full compliance with all fire, building safety legislative requirements and technical / engineering standards described within the contract. Compliance must be evidenced by appropriate records of inspection and testing - refer to Q24-VF *Inspection and Testing.*

4.6 Client Related Processes

When specific processes or requirements are specified by the client / employer the project will review them against the current VFL QMS and project quality plan. Any additional requirements shall be incorporated within the project QMP and briefed to the project team to ensure all are aware of these specific requirements and the project is working to comply.

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 Asite / Workspace to ensure that the latest information related to change to delivery requirement is always available to relevant project personnel. Asite / 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.

The project change control process must include consideration of any changes to design specification, changes to product and or materials used, and their accessed impact on the build process, technical compliance and building / facility end use. Change control processes must be supported by full and accurate records of any changes (including justifications).

4. PROJECT DELIVERY (CONTINUED)

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 project will establish, as required, a post project delivery plan that will be agreed with the Client. This may be in the form of an Aftercare agreement. The Divisional Directors are accountable for ensuring that this has been undertaken for each project.

5 MEASUREMENT, ANALYSIS AND IMPROVEMENT

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

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 / employer's 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 MEASUREMENT, ANALYSIS AND IMPROVEMENT (CONTINUED)

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'.

The control of non-conformance is untaken by the application of a management process to identify the cause of error or failure, and the application of effective corrective action to prevent reoccurrence.

Operating procedure Q04-VF *Non-Conformance and Corrective Action* defines and describes the methods by which VolkerFitzpatrick identifies, documents, controls and evaluates non-conformance. Further, how it applies correction, corrective action, learning and continual improvement from identified non-conformance. It also outlines the responsibilities and requirements for corrective action and close-out.

Q04-VF *Non-Conformance and Corrective Action* describes the introduction and use of an electronically managed non-conformance process using a Microsoft PowerApps product (PC, Tablet or Mobile phone use).

The NCR App is to be used for the documenting and management of VolkerFitzpatrick Project raised non-conformances with regard to quality assurance of service and product. It is also to be used for documenting internal quality management audit of projects, plus targeted audits as defined in VolkerFitzpatrick rail procedure R10 *Rail Quality Management*. If required by Client or contract, NCR management may also be undertaken using a Client / contract specified system or process in addition to VolkerFitzpatrick requirements.

Management of Defects

The term 'defect' is used within various forms of contract such as NEC, JCT and typically described as "a part of the works which is not as stated in the Works Information, or not in accordance with applicable law, or the accepted design".

The management of defects is undertaken by the application of a management process to ensure project service, or product deliverables meet the requirements stated within the contract terms / information.

The management of defects is untaken the project teams in accordance with Q04 *Non Conformance* and Corrective Action process and Q04-01 *Non-Conformance Report.* These processes will be used to achieve resolution of the defect.

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.

5.5 Q04-VF *Non-Conformance and Corrective Action*, defines how non-conformances, including complaints from the client, are reviewed in order to determine the required action. 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.

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 MEASUREMENT, ANALYSIS AND IMPROVEMENT (CONTINUED)

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.

We also define annual QIPs which are monitored both to measure the implementation of the planned actions and also the impact (improvement) of the QIPs actions. This is reported monthly to the Board via the Divisional Quality Managers and Divisional Directors.

6 IMS AUTHORISATION

Document owner approval:

Andrew Battye, Health & Safety Director - 30.01.2024

Approval for IMS:

Alex Boatwright, IMS Manager - 30.01.2024