

Quality Policy and Practice

February 2021

QUALITY POLICY STATEMENT

VolkerLaser is a civil engineering contractor operating in the United Kingdom, specialising in structural improvements, repair and refurbishment in the civil engineering and build sectors. In order to provide clear guidelines on how we manage quality throughout VolkerLaser, we have developed a Quality Management System (QMS) which is designed to meet the requirements of BS EN ISO 9001:2015 *Quality Management Systems Requirements*, and provides a framework for commitment to statute and other requirements, including National Highways Sector Schemes 19A and 20..

Through regular communication with our employees, clients, supply chain and suppliers on quality issues, and by acting on their feedback, as well as the review of this policy and the implementation of the QMS at management review meetings, we are able to continuously improve what we do, which is to the benefit of everyone involved. To achieve this we shall ensure that companywide annual objectives and targets are established, communicated, monitored and measured. The continual improvement of our processes and people is fundamental to our success.

It is our aim to supply quality products and services that exceed the requirements of our customers. In order to do this we intend to:

- Ensure senior management are visible and active in promoting quality products and services
- Enhance performance based upon behavioural programmes, observations and coaching
- Establish an environment that supports the production and delivery of high quality products and services
- Establish strong relationships with both customers and suppliers who will contribute to improving the quality of what is sold or purchased
- Provide all employees with the training and support needed to supply quality products and services to all customers
- Develop and build a QMS based upon employee involvement and the maintenance of the quality policy
- Give individual responsibilities and accountability for the QMS to employees
- Properly communicate the quality mission and objectives to all employees
- Actively encourage each employee to realise his or her potential
- Foster the idea of a team approach within the organisation based on increasing the company's competitiveness by way of improved quality and productivity

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

This policy will be reviewed annually and revised as often as may be deemed appropriate by VolkerLaser, and then brought to the attention of all employees. It is accessible via Workspace or upon request.

Mike Weaver

Managing Director

August 2020

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1 PURPOSE

This document describes the arrangements in place to put into practical effect the commitment made in the Quality Policy Statement.

2 SCOPE

The company's Quality Policy is applicable to all projects, offices and operational facilities.

Formal amendment to this document is the responsibility of the Senior HSEQ Manager with the approval of the VolkerLaser board of directors. This document will be brought to the notice of all employees. Staff appointed responsible for the management and implementation of quality requirements will ensure that at least one copy is available on each site (Paper or Electronic copy).

This document is developed and reviewed in conjunction with relevant regulations as outlined in H03-01 *Legislation Compliance Register*.

3 ABBREVIATIONS & DEFINITION OF TERMS

CR - Corporate Responsibility

MD - Managing Director

4 INTRODUCTION

4.1 About VolkerLaser

VolkerLaser operates as a principal contractor or subcontractor. It undertakes both remedial and new works, within the construction build, civil engineering and rail industry for a wide range of customers throughout the United Kingdom, within the public and private sectors.

Services undertaken by VolkerLaser include:

- **Structural Strengthening**

Bearing replacement / surface preparation / liquid systems / industrial flooring / bund lining / resin injection and grouting, carbon fibre and plate bonding etc.

- **Structural Repairs and Improvements**

Hydro-demolition / concrete repair / sprayed concrete / cathodic protection / grouting / external façade, installation of bridge decks etc.

- **Waterproofing**

Bridge deck waterproofing / bridge joints / crack injection / leak sealing / protective coatings / single ply roofing / anti-skid, basement tanking etc.

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 six 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 in the UK.

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

4 INTRODUCTION (CONTINUED)

4.1 About VolkerLaser (Continued)

What is a Quality Management System?

A management system is a structured framework used to establish policy and objectives and to achieve those objectives. A Quality Management System (QMS) directs and controls an organisation with regard to quality. VolkerLaser's 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'. Everyone has access to this document through Workspace (our integrated business information system) and it is also available on request
- A set of processes
- A set of procedures
- An organisational structure

Why does VolkerLaser need a Quality Management System (QMS)?

The Quality Management System helps to ensure that our overall quality objectives, as set out in the Quality Policy, are implemented throughout the organisation and that employees, contractors and suppliers know their roles and responsibilities in helping the organisation to achieve them. 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.

Regular monitoring and auditing of the Quality Management System provides a basis for evaluating its effectiveness and making changes as appropriate, thereby leading to better performance by the organisation on a sustained basis.

ISO 9001:2015 specifies the requirements of a Quality Management System. The current version has a full title of BS EN ISO 9001:2015. It is an International, European and British Standard. It follows the plan-do-check-act model and at its core is the process of continual improvement.

Our Quality Management System has been designed to meet the requirements of BS EN ISO 9001:2015 and to ensure we maintain quality in what we do, which is:

- The delivery of multi-disciplinary construction work within the UK and Europe, in the public and private sectors
- Projects undertaken without design responsibility
- Working under, but not limited to, standard forms of contract, including joint ventures and term contracts

Organisations can decide to have an external body confirm that their Quality Management System meets the requirements of BS EN ISO 9001:2015. This is known as certification or registration. Registration assures users and customers that the organisation has a Quality Management System 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. VolkerLaser are registered to BS EN ISO 9001:2015. The British Standards Institute (BSI) is the registration body we use to confirm our Quality Management System meets the requirements. They are accredited by the United Kingdom Accreditation Service (UKAS).

There are a number of benefits that we can gain in having our Quality Management System externally verified, including:

- Confidence that the QMS meets recognised requirements and standards
- A means of driving continual improvement
- A fresh pair of eyes to review the QMS and the way that it functions
- The potential for recognition for our achievements from third parties, such as customers

4 INTRODUCTION (CONTINUED)

4.1 About VolkerLaser (Continued)

Processes

A process is a set of interrelated or interacting activities which transforms inputs into outputs. BS EN ISO 9001:2015 requires that we must identify the processes that are key to our Quality Management System and how they apply across the company. One of our objectives over the coming year is to detail our processes within a new Integrated Management System built into Workspace.

Procedures

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

- Q01 *Control of Documented Information - Overview*
- Q03 *Audit*
- Q04 *Non Conformance and Corrective Action*
- Q05-VL *Lessons Learnt*
- Q07 *Management Review*
- Q08 *Measure and Test Equipment*
- Q25 *Temporary Works*
- Q44 *Collaborative Working Overview*

Note on Accessing Workspace

The *VolkerLaser Quality Policy and Practice* is available as a printed document, and electronically via the VolkerLaser business information system, Workspace. The procedures and processes are also available via Workspace.

4.2 Interested Parties

BS EN ISO 9001:2015 requires the Interested Parties relevant to 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 VolkerLaser / VolkerWessels UK. VolkerLaser understands the importance of meeting the requirements of its Interested Parties. Interested Parties (including their needs and expectations) that are affected by the VL QMS include:

| Interested Parties | Needs and Expectations |
|--|--|
| • VL Employees and other VW UK business unit 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 | • High level of service delivery, on time and on budget, in line with client expectations |
| • Customers | • High level of service delivery, on time and on budget, in line with requirements and expectations |
| • Suppliers | • Information of what is required and when, payment terms are met |
| • Competitors (Joint Ventures) | • Clear communication of requirements (contractual and of QMS), compliance to agreed QMS, objectives and terms |
| • Industry bodies e.g. Concrete Repair Association, Bridge Joint Association | • Sharing knowledge, source and share best practice, influence positive changes in the industry |

4 INTRODUCTION (CONTINUED)

4.2 Interested Parties (Continued)

The below interested parties may affect VL QMS but may not be affected by VL QMS directly.

| Interested Parties | Needs and Expectations |
|-----------------------|---|
| • 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, social responsibility |
| • General Public | • Minimal disruption to their everyday lives, enhancing the infrastructure and communities |
| • Emergency services | • Access to sites |

5 INFORMATION MANAGEMENT

This section describes the procedures we have put in place to ensure that we use the right information correctly to manage quality.

5.1 Control of Documents

In order to maintain our Quality Management System, there are a number of documents to which we must constantly refer to and regulations that we must follow. These include:

- BS EN ISO 9001:2015
- Other information such as:
 - Contracts, specifications and drawings
 - Supplier product data sheets, instructions and drawings
 - The requirements of our clients and other interested parties
 - Industry standards as required
 - Sector specific practices and procedures including RISQS (rail), UVBD
 - Statutory and regulatory requirements
 - Other VolkerLaser systems including policies, appointments, registers, standing orders, directives, etc.

To avoid confusion and mistakes, it is important that we are careful about how we deal with these documents. Procedure Q01 *Control of Documented Information - Overview* has been established to:

- Approve documents as being suitable prior to use
- Review, update and re-approve documents as necessary
- Ensure that changes and the current revision status of documents is clearly indicated
- Ensure that documents are available where they are needed
- Ensure that documents remain legible, readily identifiable and retrievable
- Ensure that documents of external origin are identified and their distribution controlled
- Clearly mark documents that have been superseded or are obsolete and prevent their use

5.2 Control of Records

Any document, file, notice, drawing, or any other piece of information preserving knowledge or information about facts or events, relating to the work that we carry out, is a record of what we have done. These records are essential parts of our Quality Management System and are controlled and maintained to provide evidence of conformance to requirements, and effective operation of the Quality Management System.

Procedure Q01-02 *Control of Records and Workspace on Projects* has been established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records that we keep.

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6 ORGANISATION AND ARRANGEMENTS

6.1 Responsibility for Quality Management

BS EN ISO 9001:2015 uses the term 'Top Management' to identify a number of key responsibilities with regard to quality management. The roles that fall within VolkerLaser's 'Top Management' are shown below.

- Managing Director
- Senior Management Team (Directors)
- Senior Health, Safety, Environment, Quality Manager (HSEQ)
- VolkerWessels Corporate Responsibility Director (CR)

'Top management' responsibilities for quality include:

- Developing the Quality Policy, objectives and targets for VolkerLaser, and ensuring that the correct organisational structure and resources are in place to support these goals
- Promoting the Policy and objectives to employees to increase awareness, motivation and involvement
- Ensuring that the goals and responsibilities for individual employees reflect our overall quality objectives
- Ensuring our focus is on client requirements
- Ensuring the QMS is implemented to meet the needs of VolkerLaser, its clients and other stakeholders
- Review the QMS periodically
- Identify ways in which to improve the QMS
- Appoint a management representative to monitor and report on the development, performance and improvement of the QMS

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

Managing Director (MD)

The MD (who is also the Board of Directors' representative for Quality Management) holds overall responsibility for the operations of VolkerLaser, from developing long term strategy for the business to overseeing its day-to-day activities. The MD is ultimately responsible for the company's QMS and setting realistic goals for the continual improvement of quality management.

Directors

Are responsible to the Managing Director for:

- The operation of their divisions, from the initial business development process right through to achieving client satisfaction
- Overseeing and supporting the effective implementation of the QMS and liaising with clients to ensure their satisfaction
- Directing management under their control to implement the Quality Policy at all times
- Accepting their individual role in providing leadership and engaging active participation of workers in improving quality management throughout our activities
- Liaise with the company's appointed quality management to ensure proper communication exists at all levels
- Ensure adequate planning is undertaken to provide appropriate resources, training and efficient systems of working
- Training, supporting and mentoring their direct staff to develop their knowledge / application of the QMS
- Treat the Quality Management of our activities as a matter of highest importance

6 ORGANISATION AND ARRANGEMENTS (CONTINUED)**6.1 Responsibility for Quality (Continued)****QMS Management Representative**

The VolkerLaser Senior HSEQ Manager is the appointed Management Representative for quality, is responsible for ensuring effective implementation of the QMS and has the authority to take any action necessary to ensure that quality is maintained. Formal amendment to the QMS is the responsibility of the Management Representative.

Reporting to the VolkerLaser Managing Director, it is the responsibility of the Senior HSEQ Manager to:

- Ensure the effective use of the CR department and its' resources
- Ensure the advisory service provided by the department is an effective and practical interpretation of applicable regulatory and company requirements
- To assist the MD in setting realistic goals for the continual improvement in quality management
- Develop the QMS to achieve the goals set
- Ensure that the goals set are periodically monitored to agreed standards
- Ensure that the company is audited against the standards detailed in the QMS

Quality Management - HSEQS Team

For the purposes of clarification under ISO 9001, quality management is not outsourced.

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.

The VolkerLaser HSEQ department is responsible for ensuring effective implementation of the QMS. As a quality specialist they provide support, guidance and training.

The responsibilities include:

- 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
- 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 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 VolkerLaser's quality management documentation is 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

6 ORGANISATION AND ARRANGEMENTS (CONTINUED)**6.1 Responsibility for Quality (Continued)****Corporate Responsibility Director (CR)**

The 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
- Lead officer for major incidents and provision of legal support services

Integrated Management Systems (IMS) Managers

Reporting to the CR Director is responsible for:

- The coordination of activities related to the implementation, development and maintenance of the QMS
- Control, publishing and maintenance of the IMS within Workspace (our business management system)

Operations Manager / Contracts Manager / Site Manager / Plant Manager

It is the responsibility of contract / site management to:

- Oversee and support the effective implementation of the QMS and liaising with clients and other relevant stakeholders (suppliers, supply chain, private customers) 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, instructions and guidance applicable to construction and related industries
- Implement the company's procedures for dealing with subcontractors and suppliers and ensure that proper co-operation and co-ordination takes place between the various parties who may share the workplace / site
- Provide an overall quality plan (Site Management Plan) for each project, and ensuring 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 Senior HSEQ Manager in a timely manner, 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 Senior HSEQ Manager
- Attend quality management training arranged by the company

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6 ORGANISATION AND ARRANGEMENTS (CONTINUED)**6.1 Responsibility for Quality (Continued)****Site Foremen / Site Supervisors / Yardman**

It is the responsibility of Foremen and Site Supervisors to:

- Ensure operatives are suitable, competent, trained and authorised to carry out the work
- Be familiar with the work activities in terms of familiarisation with all relevant procedures and practices, methods of working and inspection requirements
- 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 HSEQ Manager
- Co-operate and liaise where appropriate with other contractors' site supervision

All employees (office and site based), subcontractors and any other persons working on our behalf

It is their responsibility to:

- Understand the parts of the QMS applicable to them and co-operate with management / supervision in its implementation
- Follow the instructions given regarding methods of work for particular tasks, including product installation instructions
- 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 Quality Management System, in accordance with the Q01 *Control of Documented Information - Overview* procedure
- 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

Specialist Skills (Surveyors, Engineers etc.)

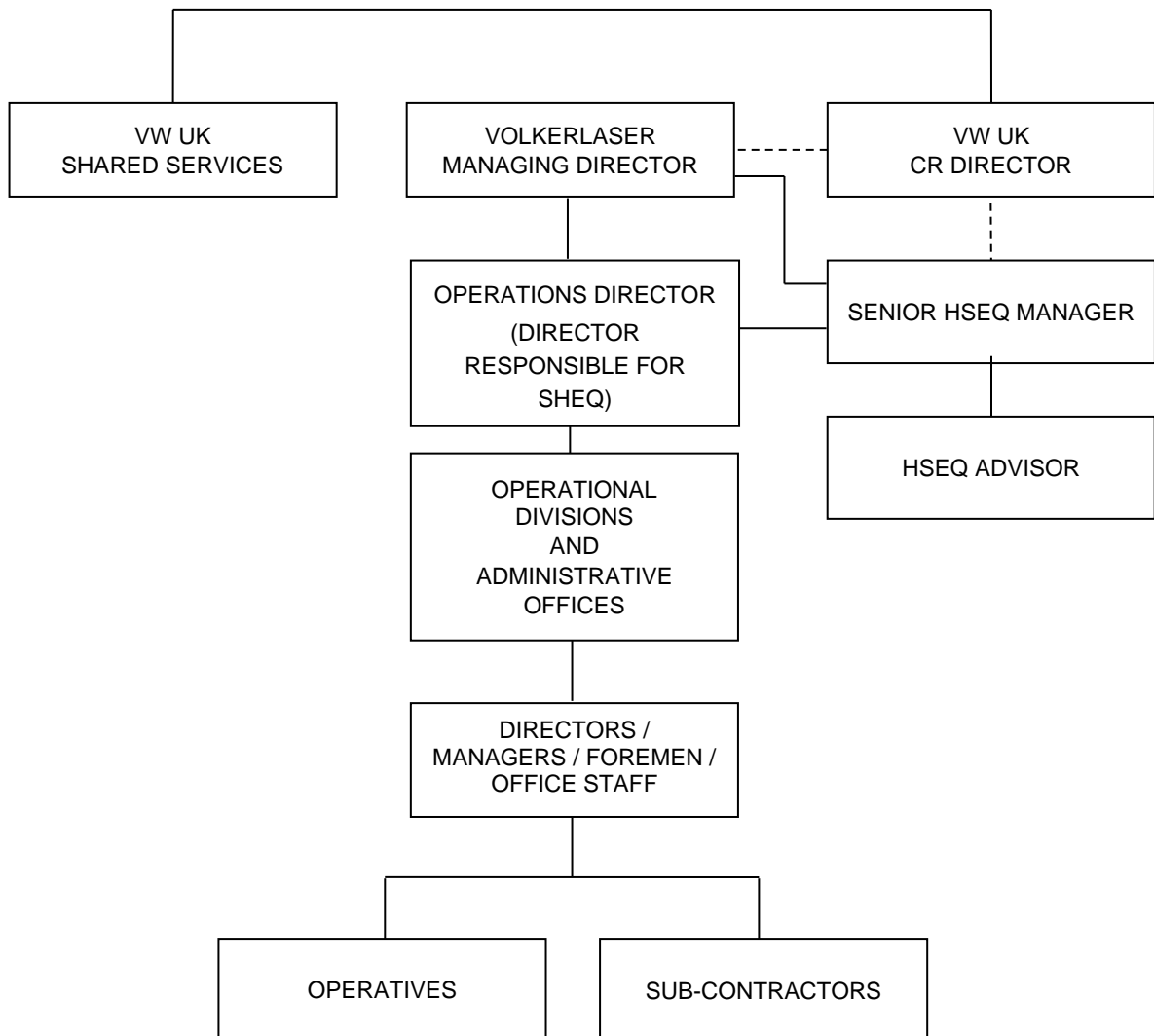
From time to time there is a need to build on specialist skills either through internal resource or external. Where specific skills are required the site-specific Site Management Plan should clearly outline the role, its function and the key duties. Examples include:

- Site Engineers / Setting out Engineers
- Specialist Consultants
- Building surveyors
- Installer Operative
- Installer Specialist Operative
- Resident Liaison Officer

6 ORGANISATION AND ARRANGEMENTS (CONTINUED)

6.2 Organisation and Structure

The Company is managed by the Board of Directors, with the structure for Quality Management as detailed below:



6 ORGANISATION AND ARRANGEMENTS (CONTINUED)

6.3 Quality Objectives, Continuous Improvement and KPIS

VolkerLaser is committed to continuous improvement. To ensure that we are achieving the best results possible using our Quality Management System, we need to measure our performance against objectives. VolkerLaser has Key Performance Indicators (KPIs) that help to measure 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 improve the effectiveness of the Quality Management System.

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

6.4 Internal Communication

VolkerLaser 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 continuous improvement.

6.5 Management Review

At least once a year, VolkerLaser holds a management review of its Quality Management System, 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.

Quality Management System issues are discussed at HSEQS team meetings and senior management meetings, addressing issues including:

- The suitability and appropriateness of the current Quality Policy
- Whether objectives need to be updated or new ones developed
- The adequacy and effectiveness of current processes and resources
- Instances of where our processes and procedures have not been effective
- Whether or not we are delivering projects correctly and with client satisfaction
- The results of audits (internal and external) of our QMS
- New or revised initiatives for the improvement of our QMS
- Anticipated or actual changes to statutory and regulatory requirements and how they affect our QMS

Any other changes, such as new product development, that may mean our QMS needs to be revised.

6.6 LANTRA Schedule of Suppliers

VolkerLaser subscribes to the Lantra Schedule of Suppliers website to demonstrate that we are approved for one or more National Highway Sector Schemes.

VolkerLaser are certified to NHSS 19A *Corrosion Protection Of Ferrous Materials By Industrial Coatings* and NHSS 20 *The Execution Of Steelwork In Transportation Infrastructure Assets*. We are externally audited by BSI to ensure that VolkerLaser management staff and employees conducting activities to meet these standards are fully trained and competent to work in their specific fields of expertise.

It is the responsibility of VolkerLaser to register and maintain our company profile including uploading our relevant ISO 9001:2015 Quality Management Systems certificate when this is reissued or updated by BSI.

The Senior HSEQ Manager has responsibility in ensuring that the schedule of suppliers profile for VolkerLaser is updated with up to date certificates and company logos, also for notifying Lantra if our certification is suspended or withdrawn.

7 RESOURCE MANAGEMENT

It is important that VolkerLaser provides the correct resources to achieve the quality objectives it has set.

7.1 VolkerLaser Employees

We take care that the directors and departmental managers allocate responsibilities to those who have the appropriate education, training, skills and experience, which is outlined in job descriptions where identified as appropriate for the role concerned.

We are committed to offering training opportunities for all employees, and training needs are identified at annual Development and Performance Reviews. Training can be undertaken either through a formal or informal approach, after which it is evaluated and recorded by our HR team, who also retain copies of certificates and cards that have been gained.

7.2 External Resources

We use a number of external resources to help us with our work, including subcontractors, suppliers, consultants (HSEQ), Engineers, Technical Consultant's, Surveyors and Insurance. When selecting external resources, we use our business information system, Workspace to store information regarding each organisation.

All external resources must adhere to the requirements of our QMS, in addition to ensuring full compliance with their own QMS; preferably registered to BS EN ISO 9001:2015 by a UKAS certified registration body.

7.3 Infrastructure

VolkerLaser will ensure all places of work are suitable and sufficient and compliant with statutory legal requirements.

Hardware (Equipment) procured or owned by the company will be suitable to the undertakings and suitably maintained, including planned maintenance, statutory inspections and calibration needs where required.

Materials procured will be via approved suppliers, conforming to client specifications and where relevant industry approved accreditations.

Supporting services provided by VolkerLaser including vehicle transport, communication sources and information systems (Workspace) will be in conjunction with VolkerWessels UK corporate policies and practices.

7.4 The Working Environment

VolkerLaser 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 VolkerLaser's and our clients' objectives.

8 PROJECT DELIVERY

8.1 Initial Capability Assessment

VolkerLaser 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.

Enquiries are received or acquired by the following means:

- Telephone, letter, e-mail and fax
- Established customer (direct customers and main contractors, suppliers)
- Established industry contacts
- Approved contractor status Invitation to Tender
- Website
- The Organisation's marketing initiatives

8 PROJECT DELIVERY (CONTINUED)

8.1 Initial Capability Assessment (Continued)

The Estimator, who depending on the complexity of the enquiry, may liaise with the Estimating and Bid Director, Managing Director or Director for the operating unit and the ability to undertake the project.

The customer is advised if VolkerLaser has decided to decline the enquiry. Where the proposal is of interest, the Estimator passes the details to the Estimators Assistant who enters the relevant details onto the quotation database in accordance with the screen prompts. The system allocates a quotation number. A hard copy file is raised, identified by the quotation number, customer name and project title. The file is passed to the Estimator.

The customer is contacted by appropriate means in order to fully define their requirement. Drawings, specifications, standards, instructions and reports may be received and site visits made, as appropriate, from which a written report may be produced. Additional enquiry details are recorded informally, including by annotation of drawings or other enquiry papers received where appropriate. Relevant details are extracted from the formal and informal documentation and entered onto the enquiry database.

The enquiry details are again reviewed to establish our ability to fulfil the customer's requirements; the customer is advised if our organisation declines to quote. In the case of accepted enquiries, a draft quotation is prepared, details being built up by appropriate means including the use of a computerised costing program for complex projects. All relevant elements of the quotation calculations are transferred to a hard copy quotation form for review and commercial negotiation.

After successful review, a formal quotation is produced on the system and hard copies produced for submission to the customer and filing in the quotation file. Our pricing policy reflects prevailing market conditions. Where the quotation is to be submitted in the form of a Tender, the Tender details are reviewed to ensure submission in the required form and within the deadline with all necessary supporting documents.

Customer queries relating to the quotation are discussed until resolved and documented as appropriate, including database entries. Any amended quotations are issued as above, and the database updated. New quotations are identified by the original quotation number plus the new date of issue. Customers are required to confirm verbal instructions in writing in the form of an agreement and / or submission of a purchase order.

Work may commence in advance of written confirmation with the relevant Director's authorisation and the file annotated accordingly to verify this agreement. This action may be taken according to the order value and / or the perceived status of the customer, validated by a credit check where deemed prudent to do so. The quotation database is updated, and relevant details transferred to the project database from which a project number is allocated. Upon receipt of an order, it is checked against the quotation and any anomalies are resolved by the commercial department.

Where additional or alternative works are to be carried out on site, the following actions are taken:

- Minor variations - logged onto site sheets and authorised by the customer's site representative's signature
- Significant variations - a quotation is provided and the work commenced upon receipt of the customer's instructions in a form appropriate to the contract

8.2 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.

8 PROJECT DELIVERY (CONTINUED)**8.3 Purchasing****8.3.1 Purchasing process**

A regularly updated list of approved suppliers is in place and maintained (on Workspace).

Approval of suppliers is based on a number of criteria which may include, as appropriate:

- Historic supply performance
- Availability
- Customer nomination
- Sole supplier / authorised distributor status
- The supplier's ability to provide relevant quality assurance
- Health and Safety information (safety data sheets, performance etc.)
- Constructionline Certification if deemed appropriate
- The production capacity, experience and qualifications of subcontractors
- The ability of contractors to demonstrate adequate insurance cover

All suppliers and subcontractors are selected from the approved list of suppliers. Orders for materials and services are placed both in response to specific job / order requirements and to maintain adequate stock levels of frequently required products.

8.3.2 Verification of purchased product (plant, equipment, materials etc)

- Operational management and delegated staff review job requirements for materials and equipment and advise the authorised buyers where purchase or hire will be required.
- Items of plant and equipment may be hired from companies within the parent group or from an external approved supplier, as appropriate.
- Purchase orders may initially be placed verbally and then sometimes confirmed by emailing a computer generated purchase order form to the supplier.
- Each purchase order bears a unique purchase order number plus a reference to the relevant job number where contract related.
- Details of all purchases are recorded in the purchase order register.
- Delivery of supplies may be made to site or to a depot, as specified on the order form.

Upon receipt, quality related supplies are checked for:

- Type of product
- Product batch codes
- Compliance with the agreed purchase order
- Quantity
- Transit damage

Reference may be made to the supplier's delivery documents (including any required Quality Assurance documentation) and our purchase order records. Non-conforming supplies are dealt with using Section 9.3. Should there be a requirement for verification at the supplier's premises, by ourselves or the customer's representative, then the details of the verification processes to be used are described in the purchasing documents.

8 PROJECT DELIVERY (CONTINUED)

8.4 Delivering the Project

The work planning process involves determining and taking into account the Quality Policy objectives and the requirements of the product and / or service requirements. This is achieved by the application of the documented Quality Management System and related processes and includes the provision of any necessary resources and validation and verification methods.

During construction, there are a number of processes that must be adhered to. Where relevant a Site Management Plan (SMP) will be developed outlining the actions that must be implemented 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 VolkerLaser has procured and those that may have been supplied or specified by the client. For example: we need to keep records (delivery notes or similar) 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 *Site Management Plan*. Procedure Q04 *Non-Conformance and Corrective Action* details how we manage non-conforming product.

By following our Site Management Plan, we ensure that both VolkerLaser's and our clients' requirements are met.

Our ultimate aim is 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.

Our customers may also include other third-party members including residents, owners or tenants. VolkerLaser will ensure any third party affected will be informed in advance of any undertakings which may directly affect them and make necessary arrangements to ensure the work programme can be delivered safely and to the expectation of the client and parties affected.

8.5 Client / Customer Related Processes

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

- Availability of product collection, delivery and support
- Post delivery requirements including maintenance and warranty arrangements
- 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
- VolkerLaser 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 in requirements.

8 PROJECT DELIVERY (CONTINUED)**8.5 Client / Customer Related Processes (Continued)****8.5.1 Customer Communication**

VolkerLaser will ensure that effective communication arrangements are determined at the earliest opportunity with the client and others affected by the work (Residents, occupants, tenants etc.)

Customer feedback is widely encouraged for all projects and arrangements will be ascertained before the project commencement.

Customer satisfaction surveys will be undertaken throughout a project at intervals deemed as appropriate.

Arrangements for specific projects will be outlined in the developed Site Management Plan.

8.6 Production and Service Provision**8.6.1 Control of production and service provision**

All staff carry out their work reflecting:

- Organisations core values and knowledge of the Vantage Model
- Agreements and contractual requirements with customers
- Their skills, training, qualifications and experience
- Further instructions from more senior management
- Further instructions from customers
- The Organisation's written Quality Policy Statement
- Health & Safety legislation including The Health & Safety at Work etc Act 1974 and relevant health and safety regulations. Environmental Legislation
- Suppliers' and manufacturers' instructions and procedures, Industry specifications including relevant Highways Agency (HAPAS) and BBA approval
- Industry practices and procedures including Chapter 8 (signing and coning) of the Highways Manual
- Carriage of Dangerous Goods requirements

Documented generic work instructions are not considered appropriate but staff may make reference to the technical library facilities where appropriate.

Sales orders are received, reviewed and accepted using relative procedures. Relevant details are entered onto the contract database and a job number allocated.

Responsibility for the project is formally passed from the Estimator in the form of a compiled job notification sheet and the enquiry quotation file informally or more formally at a handover meeting. Depending on the complexity of the project and where the Estimator feels it is necessary, the details of the won contract are recorded on a hand over meeting record sheet.

A system based contract file is maintained, supported by a hard copy contract file into which the quotation papers are transferred. The hard copy contract file is split into sections, which could include the following depending on the category and complexity of work:

- General correspondence
- Contract documents and drawings (including drawing and transmittal registers)
- Valuations
- Measure
- Contract order
- Daily records
- Site instructions
- QA sheets
- Tender enquiry
- Minutes of meetings
- Quotations
- Post tender

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8 PROJECT DELIVERY (CONTINUED)**8.6 Production and Service Provision (Continued)****8.6.1 Control of Production and Service Provision (Continued)**

- Programme of works
- Correspondence from customers
- Materials / consumable orders
- Health and safety information / environmental Information
- Plant returns
- Subcontractors

The job specifications are reviewed at the handover meeting, to determine the requirement for:

- Labour
- Plant and equipment
- Materials
- Subcontract services
- HSEQ requirements

Work programmes are developed by the management units and made available through Workspace outlining start dates, duration and general management needs. Project specific work programmes are developed and maintained depending on the size and nature of the work.

Staff are assigned to the job based on skills and capabilities required, workload and availability. The assignments are recorded on the labour resource programme, which is reviewed and updated as necessary. At appropriate stages, purchase orders are raised based on any other requirements determined above.

Prior to the commencement of the work, a planning meeting will be undertaken with relevant members of the team involved with the delivery of the project. For significant projects (usually project notifiable under CDM or where risks may be higher than usual). This will include attendance of the HSEQ team and documented using a standard document.

For other projects, members of the project management team will liaise with the projects management team as appropriate, the allocated Site Manager, Supervisor or Foreman will be informed of the following:

- The Job itself
- Site location
- Associated risks (HSEQ / financial)
- Job start date
- Transport arrangements for the Operators / Supervisors

The Foreman / Works Manager Agent in turn will communicate the project needs to their assigned team of Operatives and Foreman.

An informal meeting is held with the Yardman to enable him to select materials for collection and / or delivery to site, as appropriate.

A site location map is issued to the allocated supervisory staff by the operations department together with appropriate method statements

The allocated staff proceeds to site with all necessary equipment and materials.

To the extent necessary, the allocated staff are briefed regarding the job requirements and HSEQ requirements. Detailed job specifications / drawings may be issued but, where 'standard' work is required, the main contractor typically indicates the locations and areas involved.

Where VolkerLaser work in a contractor capacity, and under the management of a Principal Contractor, additional HSEQ briefings will be delivered by the main contractor's Site Management Representative. Where this is undertaken, a briefing will be delivered by the Site Manager. The necessary work is carried out and continuously monitored by the allocated staff. From time to time, Supervisory / Quality Audit Inspections are carried out and documented.

8 PROJECT DELIVERY (CONTINUED)

8.6 Production and Service Provision (Continued)

8.6.1 Control of Production and Service Provision (Continued)

The allocated Foremen or Site Manager have access to the documentation, through workspace:

- Relevant QA sheets (Work Instruction sheets Inspection and Test Plans)
- Site Management Plan and supporting contents
- Site instruction sheets
- Day work sheets
- Daily allocation sheets
- Diary sheets

Form-set consist of three parts for completion and distribution as follows:

- Top (white) - for customer's representative / engineer
- Middle (yellow) - returned to office
- Bottom (blue) - for site use and ultimately returned to office

The relevant forms are completed and signed by the Foreman / Site Manager and countersigned by the customer's representative either at the end of each day's work or otherwise as appropriate (e.g. in the case of Site Instruction Forms to authorise variations).

Any queries are referred to the Foreman, Site Manager, relevant Contracts Manager, Operations Manager, Quality Manager, Directors and, ultimately, the customer.

8.6.2 Validation of processes for production and service provision

VolkerLaser does not carry out any special processes that require specific control features in order to ensure product conformity. The product conformity of all of our output is readily verifiable by conduct of the appropriate inspection or test on completion. The management review process monitors this situation and, should these circumstances change, procedures shall be introduced to address and comply with the requirements of the standard as summarised above.

8.6.3 Identification and Traceability

Unique identification is achieved through the use of the following:

- Job number assigned
- Purchase order numbers
- Customer name

All job numbers are capable of cross reference both to the customer (including any customer purchase order number given) and to any subsequent organisation purchase orders for job specific components, materials (other than minor consumables) and / or subcontract services.

Any quality assurance documents received are annotated to enable cross reference with the relevant job and purchase order numbers, and then filed. Traceability of labour allocated to specific contracts, including those responsible for 'signing-off' defined stages, may be affected by a review of the contract documentation. The inspection and test status of any job or order can be clearly established by inspection of the job / order documentation, augmented by inspection of the work in progress where appropriate.

8 PROJECT DELIVERY (CONTINUED)

8.6 Production and Service Provision (Continued)

8.6.4 Customer Owned Property

VolkerLaser will take great care of all customer property during the construction phase of the project. Prior to entry VolkerLaser will liaise with the client to determine and verify current conditions, facilities or arrangements of the working areas and client's expectations.

Where required a record of condition will be undertaken by the client or VolkerLaser to record existing conditions.

Subsequent requirements to protect and safeguard the client's property will be determined and agreed in advance of the commencement incorporating arrangements for safe access and egress for site-based workers and members of the client or other third parties affected i.e. occupants.

In the event of VolkerLaser being responsible for the damage or loss of the customer property the client will be informed immediately (or third party) and corrective actions identified to correct the same. For significant issues refer to the non-conformance reporting section of the document.

8.6.5 Preservation of Product

All products will be protected during the construction phase in conjunction with the supporting supplier's product data sheets and technical guidelines.

Checking: All products will be checked upon delivery for compliance against the job order and delivery condition (See 8.4).

Handling: All products will be handled in accordance with the supplier's guidelines and in accordance with HS&E requirements.

Storage: All products will be secure and protected against unauthorised use and weather conditions. Specific storage controls will be implemented as outlined in the product data sheets.

8.6.6 Control of Monitoring and measuring equipment

In the event of specialist equipment being used to demonstrate conformity of the products being applied VolkerLaser will undertake the following controls:

- Identify any equipment to be used as part of the measurement and monitoring requirements
- Procurement equipment from internal resource or external
- Ensure equipment is compliant for the product and in good order, complete with calibration certification
- Calibration intervals obtained and arrangements made for future calibrations
- Suitable facilities to protect against damage and deterioration
- User calibration checks undertaken before use and inline with manufacturers instructions
- Where required additional training provided to the user

9 MEASUREMENT, ANALYSIS AND IMPROVEMENT

VolkerLaser 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 Quality Management System, where required.

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

9.1 Client Satisfaction

Client satisfaction questionnaires are undertaken to ensure continuing satisfaction, obtain opportunities for improvement and offer opportunities to discuss additional services with the client.

When used, customer surveys with third parties will also be undertaken.

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9.2 Audit

VolkerLaser will carry out internal audits against the Quality Management System at planned intervals, in accordance with procedure Q03 *Audit* to determine the effectiveness and compliance to the system.

Third party external audits, such as clients, trade organisations and BSI will be undertaken. These audits will demonstrate conformance to our Quality Management System, current performance, our ability to meet their requirements and where appropriate conformance to standards such as BS EN ISO 9001:2015.

9.3 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 VolkerLaser 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 VolkerLaser
- Third party complaint (Eg. member or the public)

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

9.4 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. This review will also include:

- Identifying if the QMS or contract documentation need to be reviewed
- 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.

9.5 Preventive Action

Procedure Q04 *Non Conformance and Corrective Action* establishes how to prevent errors recurring, and identification of potential non-conformances.

Non-conformance reports, audit findings and customer comments are reviewed by Quality Managers to identify any trends in errors. In this way, they can assess whether a change to the QMS is required. Where a non-conformance has highlighted a significant risk, the preventive action will be implemented immediately. Any changes made are communicated to all employees and the new arrangements monitored for effectiveness.

9.6 Analysis of Data

The results that we collect from KPIs, non-conformances, audits, client and third-party satisfaction surveys, feedback on our supply chain, etc. are analysed to discover how effectively we are performing and where there are weaknesses in our Quality Management System. In this way we can identify areas for improvement as outlined in the annual corporate responsibility objectives.

9.7 Continual Improvement

Continual improvement of our Quality Management System 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.

10 IMS Authorisation**Document owner approval:****Philip Bruce**, Senior HSEQ Manager - 19.02.2021**Approval for IMS:****Patrick Morgan**, IMS Manager - 22.02.2021