Quality Policy and Practice

November 2015

VolkerFitzpatrick

QUALITY POLICY STATEMENT

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

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

- Always seek to fully understand the needs and expectations of our customers, and work together to experience excellence of service and product delivery

- Openly display leadership in the maintenance of a clear vision of our business values, strategy and direction, and communicate the business drivers, the quality mission and performance objectives to our employees, and all those under our management

- Provide our employees with the appropriate training and support needed to develop their skills, knowledge and experience. We will give individual responsibilities and accountability to employees for delivery performance, and will actively encourage each employee to realise his or her potential

- Ensure our resources and management methods include the appropriate evaluation of risks, consequences and potential impacts and value to our delivery of service. Our decision making will be based on factual analysis of accurate performance data, balanced with business experience

- Ensure our approach to management is undertaken in a structured and planned way to achieve our performance objectives in the most effective and efficient manner

- Seek continual improvement of our QMS, of our processes and our delivery. We will apply learning, encouraging innovation and seek better solutions wherever appropriate

- Maintain strong relationships with customers, supply chain and stakeholders, and work collaboratively to continually improve the quality of our delivery and the sustainability of our business

VolkerFitzpatrick's paving materials testing laboratories are governed by the QMS which meets the requirements of ISO 17025:2005. For the design, manufacture and supply of ready mixed concrete, the QMS meets the requirements of BS EN 206:2001, BS EN 8500:2006 Parts 1 and 2, and client specification.

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

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

Richard Offord

Managing Director

November 2015

VolkerFitzpatrick

Quality Policy and Practice
Issue 12, November 2015

CONTENTS

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 3 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

INTRODUCTION

About VolkerFitzpatrick

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

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

As part of one of the largest construction groups in Europe, VolkerWessels, we have access to the technical resources and innovations of companies working throughout the world. This includes our 6 sister companies in the UK with whom we form VolkerWessels UK (VW UK). Together we share best practice and skills, harness talent, improve delivery to clients and support the continued growth of the group in the UK.

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

What is a Quality Management System (QMS)?

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. VolkerFitzpatrick's QMS is made up of the following:

- A Quality Policy Statement (within the Quality Policy and Practice Manual)
- 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
- A set of 'Processes'
- A set of 'Procedures'
- An organisational structure

Why does VolkerFitzpatrick need a QMS?

The QMS 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 QMS provides a basis for evaluating its effectiveness and making changes as appropriate, thereby leading to better performance by the organisation on a sustained basis.

BS EN ISO 9001 specifies the requirements of a QMS. 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.

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 4 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

INTRODUCTION (Continued)

Why does VolkerFitzpatrick need a QMS? (Continued)

Our QMS has been designed to meet the requirements of ISO 9001, 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;

- Undertake projects with design responsibility (i.e. "Design & Build") and without design responsibility; and

- Work 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 QMS meets the requirements of ISO 9001. This is known as certification or registration. Registration assures users and customers that the organisation has a QMS in place that complies with ISO 9001, irrespective of the business and its work. To maintain compliance, standards are monitored by regular surveillance by the certification body. VolkerFitzpatrick are registered to ISO 9001. 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).

There are a number of benefits that we can gain in having our QMS 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; and

- The potential for recognition for our achievements from third parties, such as customers.

Processes

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

Procedures

A procedure is a specified way to carry out an activity or a process. VolkerFitzpatrick utilises several documented procedures:

- Q01: Control of documents
- Q02: Control of records
- Q03: Audit
- Q04: Non-conformance & Corrective Action
- Q06: Preventive action
- Q07: Management Review
- Q08: Measure & test Equipment
- Q10: Design Management

Overviews of our procedures in these areas are given in the sections indicated in brackets above.

Note on accessing Workspace

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

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 5 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

1.0   INFORMATION MANAGEMENT

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

1.1   CONTROL OF DOCUMENTS

In order to maintain our QMS, there are a number documented processes to which we must constantly refer and regulations that we must follow. These include:

- ISO 9001

- Other information such as:
  o contracts and drawings
  o the requirements of our Clients/Employers and other interested parties
  o industry standards
  o statutory and regulatory requirements
  o other VolkerFitzpatrick systems including policies, 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 Documents* 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; and

- Clearly mark documents that have been superseded or are obsolete and prevent their use.

1.2   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 QMS and are controlled and maintained to provide evidence of conformance to requirements, and effective operation of the QMS.

Procedure Q02 *Control of Records* has been established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records that we keep.

| **Approved for IMS:** | IMS Manager | **Document owner:** | Head of HSEQS | **Workspace file:** | Document Library | Page 6 of 20 |

a**VolkerWessels** company   **Uncontrolled when downloaded or printed**

VolkerFitzpatrick

2.0   ORGANISATION AND ARRANGEMENTS

2.1   RESPONSIBILITY FOR QUALITY MANAGEMENT

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

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

Senior Management responsibilities for quality include:

- Demonstrating leadership and engagement within the application of the quality management system 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 need; and
- Identifying ways in which to improve the QMS and its application.

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

Managing Director (MD)

The MD (who is also the Board of Directors' representative for quality management) holds overall responsibility for the operations of VolkerFitzpatrick, 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.

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 7 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.1 RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

Divisional/Operations Directors

Directors are responsible to the MD for:

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

Quality Management – HSEQS Team

For the purposes of clarification under ISO 9001, quality management is not outsourced. Dedicated Quality Managers are directly employed by the operational divisions of VolkerFitzpatrick.

In addition to this, VW UK Corporate Responsibility provides strategic direction, performance management, occupational health, IMS management, technical services and compliance support to all of the VW UK companies.

Reporting to the MD, it is the responsibility of the Head of HSEQS to:

- Ensure the effective use of the HSEQS 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 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; and
- Ensure that the company is audited against the standards detailed in the QMS.

Head of HSEQS

Reporting to the MD, it is the responsibility of the Head of HSEQS to:

- Ensure the effective use of the HSEQS 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 MD in setting realistic goals for the continual improvement in quality management;
- Develop the QMS to achieve the goals set;
- Ensure that the goal set are periodically monitored to agreed standards; and
- Ensure that the company is audited against the standards detailed in QMS.

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 8 of 20

a**Volker**Wessels company

Uncontrolled when downloaded or printed

2.0   ORGANISATION AND ARRANGEMENTS (Continued)

2.1   RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

Senior HSEQ Managers

The Senior HSEQ Manager for the Building and Civils divisions and the Senior HSEQ Manager for the Rail division report to the Head of HSEQS.

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

In addition to the duties detailed for Quality Managers below, both roles are responsible for effective allocation of quality support across operational divisions within their designated remit

Lead Quality Manager

The VolkerFitzpatrick Lead Quality Manager reports to the Head of HSEQS, and is line manager to the Senior and Quality Managers. The Lead Quality Manager is responsible for effective allocation of quality support across operational divisions within their designated remit.

Lead Quality Manager 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.

Senior Quality Manager(s)

The Senior Quality Manager(s) reports to the Lead Quality Manager, and is line manager for the Quality Managers within their Division. The senior role is responsible to manage and support the Quality Managers within their Divisional remit.

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

Quality Managers

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

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

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 9 of 20

a VolkerWessels company

Uncontrolled when downloaded or printed

2.0   ORGANISATION AND ARRANGEMENTS (Continued)

2.1   RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

Rail Standards and Compliance Manager

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

- Establishing the rail-specific QMS requirements in line with ISO 9001;

- Working in close collaboration with the IMS Manager to ensure legal, sector specific, and other requirements are integrated within the QMS; and

- Compliance Auditing/Monitoring/Surveillance of project teams and of the project delivery supply chain against rail standards and requirements.

Head of Corporate Responsibility (CR)

The Head of CR 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 Head of CR are:

- Oversight of health, safety, environment, quality and sustainability activities and staff across VW UK business units;

- Oversight of corporate governance and risk management;

- Development of CR strategy through a strategic view of the business environment;

- CR management reporting and communications within VW UK and to VolkerWessels;

- Management of the integrated management system, its related systems and applicable memberships, affiliations and registration schemes;

- Provision of occupational health services to VW UK and its business units;

- Commitment to the growth and development of employees, including the delivery of training services and external course provision;

- Development of sustainable business practices including the selection and integration of tools and techniques;

- Understanding the role of government, business, NGOs, society, global and local issues and how they interact with each other and their impact on VW UK;

- Development of systems and protocols, including IT platforms, to support the needs of the business units; and

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

Integrated Management Systems (IMS) Managers

Reporting to the Head of CR the IMS Managers are responsible for:

- The co-ordination of activities related to the implementation, development and maintenance of the QMS; and

- Control, publishing and maintenance of the IMS within Workspace (our Business Management System).

2.0   ORGANISATION AND ARRANGEMENTS (Continued)

2.1   RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

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; and
- Undertake a HSEQ start-up meeting with the appointed subcontractor or supplier at contract award.

Contracts Management/Site Supervision

It is the responsibility of contract /site management to:

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

Site Foremen/Gangers

It is the responsibility of foremen and gangers to:

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

2.0   ORGANISATION AND ARRANGEMENTS (Continued)

2.1   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 co-operate 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; and

- Be instrumental in creating workplaces with a positive culture that support the production and delivery of high quality products and services with zero defects.

Shared Services Departmental Heads

It is their responsibility to:

- Establish the processes and procedures for their areas of responsibility and incorporate them within the QMS, in accordance with the Q01 *Control of Documents* procedure;

- Ensure departmental staff are aware of, and implement, the parts of the QMS applicable to them; and

- Be instrumental in creating workplaces with a positive culture that support the production and delivery of high quality products and services with zero defects.
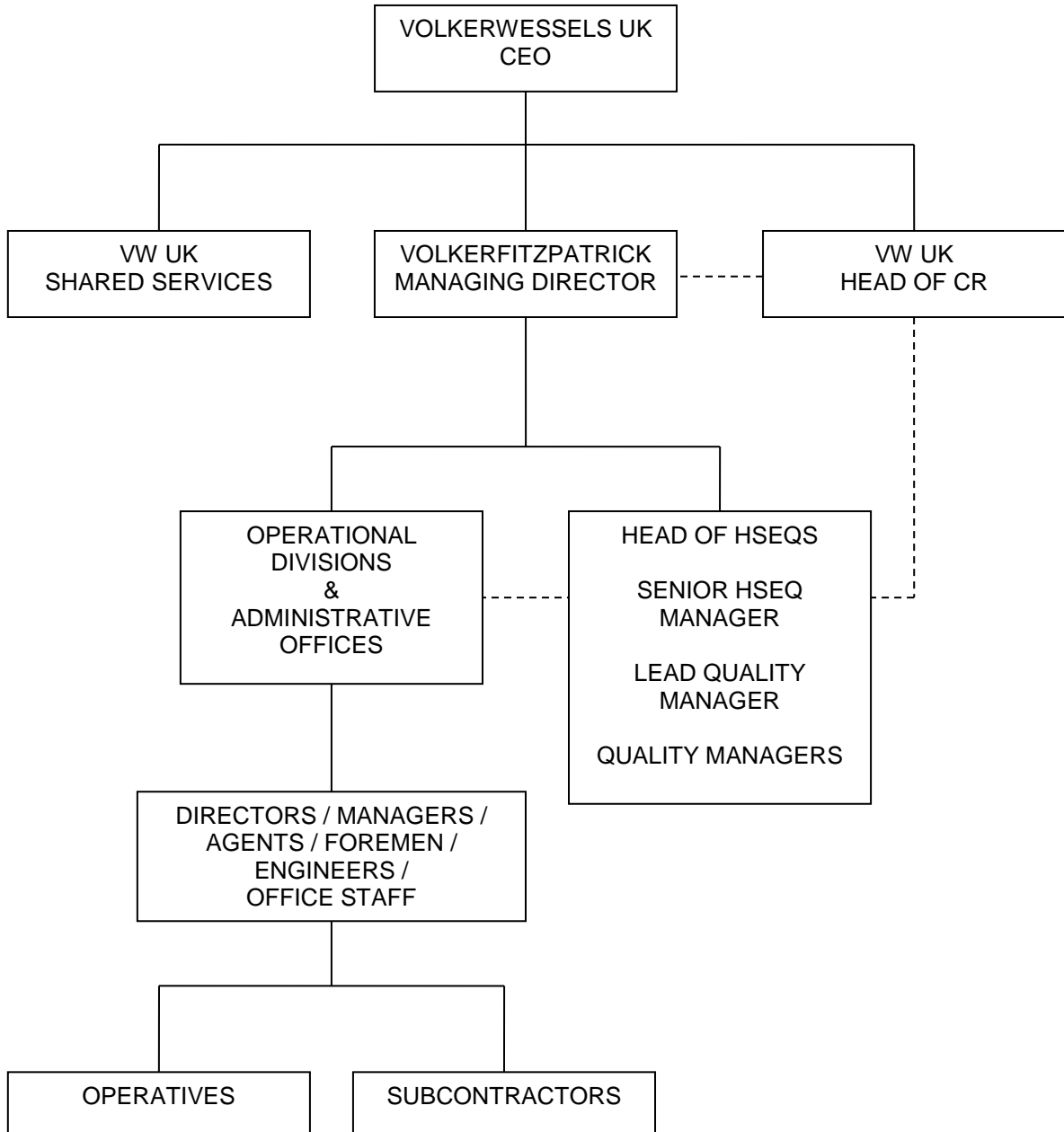
Approved for IMS:	IMS Manager	**Document owner:**	Head of HSEQS	**Workspace file:**	Document Library	Page 12 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

2.0   ORGANISATION AND ARRANGEMENTS (Continued)

2.2   ORGANISATION AND STRUCTURE

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

```
                      ┌──────────────────────┐
                      │  VOLKERWESSELS UK    │
                      │        CEO           │
                      └──────────────────────┘
                                 │
        ┌────────────────────────┼────────────────────────┐
        │                        │                         │
┌───────────────┐    ┌──────────────────────┐    ┌───────────────┐
│    VW UK      │    │  VOLKERFITZPATRICK   │----│    VW UK       │
│ SHARED SERVICES│   │  MANAGING DIRECTOR   │    │  HEAD OF CR    │
└───────────────┘    └──────────────────────┘    └───────────────┘
                                 │
                  ┌──────────────┴──────────────┐
                  │                             │
         ┌─────────────────┐          ┌─────────────────────┐
         │  OPERATIONAL    │          │  HEAD OF HSEQS       │
         │   DIVISIONS     │----------│                      │
         │       &         │          │  SENIOR HSEQ         │
         │ ADMINISTRATIVE  │          │   MANAGER            │
         │    OFFICES      │          │                      │
         └─────────────────┘          │  LEAD QUALITY        │
                  │                    │   MANAGER            │
                  │                    │                      │
                  │                    │  QUALITY MANAGERS    │
                  │                    └─────────────────────┘
         ┌─────────────────┐
         │ DIRECTORS / MANAGERS / │
         │ AGENTS / FOREMEN /     │
         │ ENGINEERS /            │
         │ OFFICE STAFF           │
         └─────────────────┘
                  │
         ┌────────┴────────┐
         │                 │
  ┌─────────────┐   ┌─────────────────┐
  │ OPERATIVES  │   │ SUBCONTRACTORS  │
  └─────────────┘   └─────────────────┘
```

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 13 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.3 QUALITY OBJECTIVES, CONTINUAL IMPROVEMENT & KPIs

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

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

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

2.4 COMMUNICATION

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

2.5 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.

QMS 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, continued appropriateness 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

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 14 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

3.0   RESOURCE MANAGEMENT

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

3.1   VOLKERFITZPATRICK 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 Personal Development Reviews. Training can be undertaken either through a formal or informal approach, after which it is evaluated and recorded by our personnel team, who also retain copies of certificates and cards that have been gained.

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 is registered to ISO 9001 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.

Approved for IMS:	IMS Manager	**Document owner:**	Head of HSEQS	**Workspace file:**	Document Library	Page 15 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

4.0   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 prioritization of risk as the effect of uncertainty, whether positive or negative, on our   performance objectives. This taken with a coordinated and efficient application of resources and processes to minimize, monitor, and control the probability and/or impact of any unplanned events, and/or maximize the realization of positive opportunities.

4.3   QUALITY PLANNING

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

a)   fully understand the delivery objectives and requirements against the service we provide;

b)   have in place the necessary management, and process control mechanisms and procedures to assure successful delivery;

c)   undertake appropriate verification, validation, monitoring, measurement, inspection and test activities to ensure delivery standards are achieved and maintained; and

d)   ensure we have the records needed to provide evidence that the service and   resulting product delivery accurately meet requirements.

4.4   PRICING PROJECT REQUIREMENTS

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

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

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

4.0   PROJECT DELIVERY (Continued)

4.5   DELIVERING THE PROJECT

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

It is also important that we keep close control of any products and equipment used during the project, both those that VolkerFitzpatrick has procured and those that may have been supplied or specified by the client. For example, we need to keep records to show that we have inspected goods and made sure that they meet our requirements before accepting delivery, keep notes of anything we have returned and state why, clearly mark any goods that are not to be used, and continue to monitor goods or equipment throughout the project to ensure safekeeping and that they remain in a fit state. We must also protect any works that are fully or part-finished while other activities are going on around them to prevent damage.

Exact requirements will be agreed with the client and be recorded in the SMP. Company procedure Q04 *Non-Conformance and Corrective Action* details how we manage non-conforming products.

By following our SMP, we ensure that both VolkerFitzpatrick's and our clients' requirements are met.

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

4.6   CLIENT RELATED PROCESSES

Requirements specified by the Client/Employer are determined, and particular consideration is given to:

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

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

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

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

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

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 17 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed

4.0   PROJECT DELIVERY (Continued)

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 & constructors
- Recording and reporting of all changes
- Monitoring actual costs of change

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

4.8   PROJECT HANDOVER AND CLOSURE

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

Under the strategy Handover Plans may be prepared appropriate to the scale of each individual or linked project works.

5.0   MEASUREMENT, ANALYSIS AND IMPROVEMENT

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

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

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

5.1   CLIENT SATISFACTION

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

1. Use of Monthly Client Satisfaction Report form applied monthly to all projects;
2. Use of Monthly Client Satisfaction Report form applied at other intervals as agreed with Client/Employer/Customer;
3. Use of Customer Care Pack directly applied to identified major project by the VF Customer Care Manager;
4. Use of a Client project performance Scoring mechanism (suche as Network Rail's PRISM protocol);
5. Use of Client/VF project minuited meeting(s) to capture and respond to issues; and
6. Use of Client/VF project performanced scoring during project Visualisation Meetings.

The Project Manager is to confirm with the Project Client/Employers Representative, via a statement within the Project Quality Plan, which one of the above processes will be utilised.

5.2   AUDIT & SURVEILANCE

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 ISO 9001.

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

5.3   CONTROL OF NON-CONFORMANCE

BS EN ISO 9000:2005 defines 'non-conformity' as 'non-fulfilment of a requirement', where 'requirement' is a 'need or expectation that is stated, generally implied or obligatory'.

Non-conformance potentially arises through any of the following:

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

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

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 19 of 20

5.0   MEASUREMENT, ANALYSIS AND IMPROVEMENT (Continued)

5.4   CORRECTIVE ACTION

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

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

- Identifying if the QMS or contract documentation need to be reviewed; and if corrective action is required, the appointed Quality Manager is informed and will help agree how the revision is to be applied;

- If our service is found to be non-conforming, we may discuss this with the client to see if the task needs to be re-worked, or whether an alternative approach or concession can be agreed; and

- Any changes made are communicated to all employees and the new arrangements monitored for effectiveness.

5.5   ANALYSIS OF DATA

The results that we collect from KPIs, 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.

5.6   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.

Approved for IMS:	IMS Manager	Document owner:	Head of HSEQS	Workspace file:	Document Library	Page 20 of 20

a**VolkerWessels** company

Uncontrolled when downloaded or printed