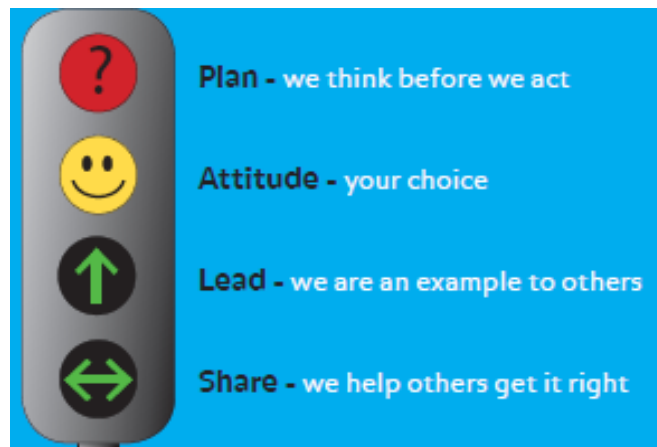


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| VF-B | VF-C | VF-R | VH | VR | VS | VB | VE | VL | VI | Shared Services |
| ✓ | ✓ | ✓ | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

What is our Behavioural Change Programme?

PALS (Plan, Attitude, Lead & Share) is a behavioural programme which is delivered in a series of modules to increase awareness of HSEQ, based on the following principles:



Why are we doing this?

We have systems and processes in place, however:

- People are still being injured at work and suffering from ill health as a result of the work they do
- We cannot afford to be industry average
- We want to lead a positive cultural change within our company

As part of the VolkerFitzpatrick unrelenting commitment to continuously improving the health, safety and well-being of our people, the decision was taken by the Senior Management Team to introduce the Behavioural Change Programme. This programme covers Safety, Health, Environmental and Quality through a series of briefings and training sessions that are delivered to all those within our business from both within VolkerFitzpatrick and our subcontractors and supply chain partners.

The Senior Management Team are committed to ensuring that everyone experiences and embraces the culture change and the vast benefits that this programme will bring to everyone throughout our business.

Making the PALS culture integral to the way we operate is a long term commitment.

What does this mean for me?

Quarterly Module Briefings

As a valued supply chain partner, participation in the Behavioural Change Programme is mandatory. The quarterly briefing sessions are approximately 30 minutes in duration and you must ensure that your works are planned adequately to fit around the sessions. These sessions are for absolutely everybody involved in our business. Staff including operational, commercial and office based personnel, agency staff, weekly paid operators, sub-contractors and machine operators are all included. These briefings will be delivered by our in house coaches and they are separate and also in addition to the site inductions. Whilst we have a very large and competent coaching team we are consistently seeking new coaches from both VolkerFitzpatrick and our supply chain partners. Embracing the programme within your business enables us all to experience the success that this programme is capable of delivering.

Behavioural Leadership Training

The quality of the supervision within our industry as well as our business is critical to our success. Our Behavioural Leadership Training is designed for those with the important role of putting people to work. These 2.5 hour long site based sessions are to ensure that responsibilities and accountabilities are clearly understood through highly valued discussions and debates. Focussing on the influence that the attendees have upon the work force and how vital it is that we all lead by example to ensure that everyone's behaviours are of the highest standards.

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| VF-B ✓ | VF-C ✓ | VF-R ✓ | VH n/a | VR n/a | VS n/a | VB n/a | VGE n/a | VL n/a | VI n/a | Shared Services n/a |
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Supervisors Monthly Forums

These forums have been implemented to ensure that communications remain effective and also allows the attendees to feel value and worth. During these monthly sessions there will be short training intervals to allow each individual to be up-dated on project issues, to gain vision of what good looks like and allows each member to be part of a winning team in taking the project forward.

Is there a cost for my employee's participating?

No, VolkerFitzpatrick does not charge for participation in PALS activities. The labour or hourly cost associated with employee participation will be deemed to have been included within the rates and prices contained in your tender / quotation.

Why do I need to be involved?

Achieving behavioural based change breakthroughs require 100% participation from everyone. VolkerFitzpatrick will be unable to work with any company who does not also stand in this unrelenting commitment to health, safety, environment, quality and also the well-being of our people and supply chain partners.

What if I have no employees physically working on your project site?

During this phase of PALS we are targeting supply chain partners who provide employees to our sites as people create the right culture.

What do I do if I need more information on Behavioural Change?

If you require further information on the Behavioural Change Programme, please contact the Behavioural Change Manager dorian.colling@volkerfitzpatrick.co.uk.

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