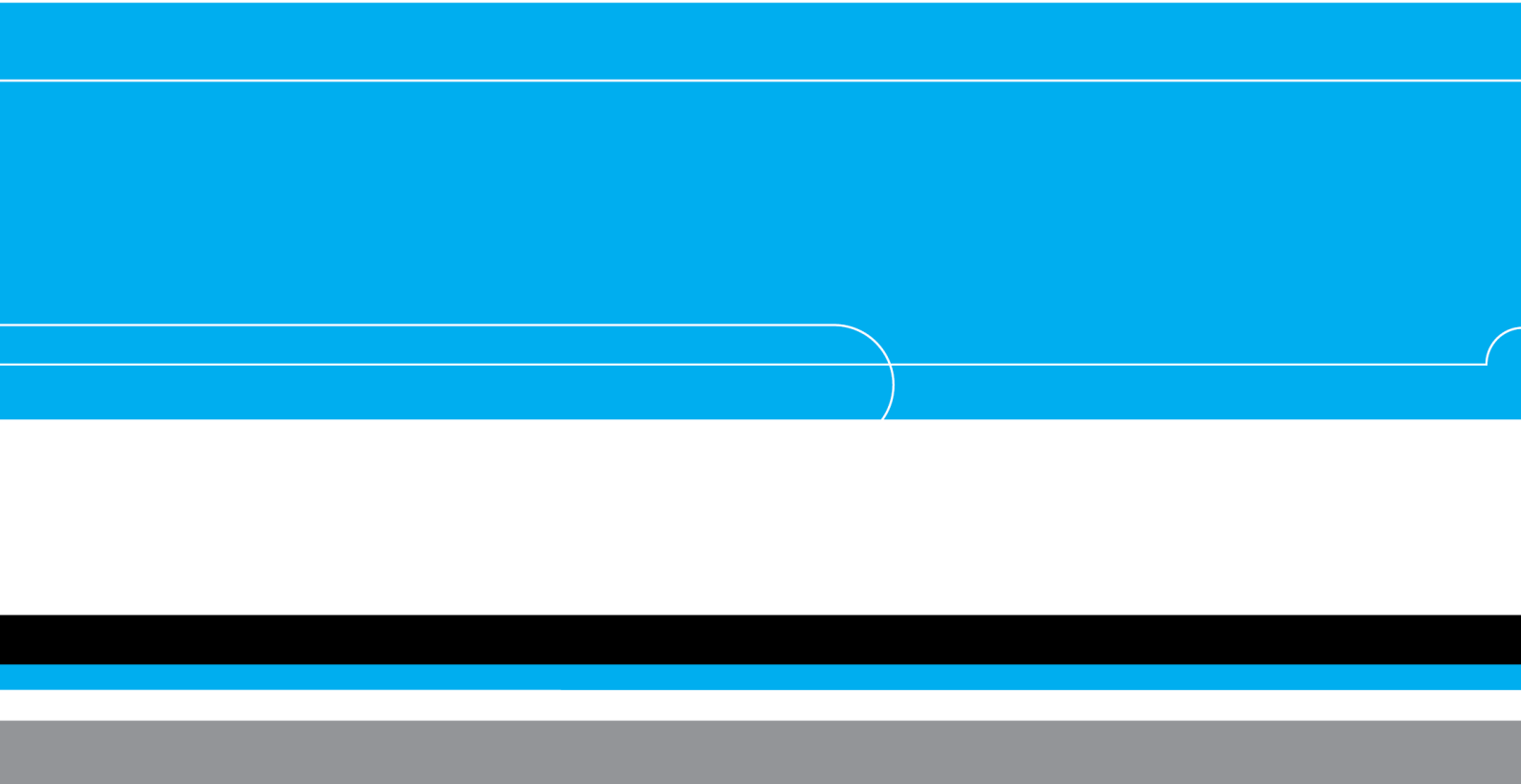


Quality Policy and Practice

June 2021



QUALITY POLICY STATEMENT

VolkerStevin, incorporating VolkerBrooks, VolkerGround Engineering and VolkerInfra, is a major construction and engineering company operating in the United Kingdom and internationally providing complex engineering solutions across a wide range of sectors including:

- Civil engineering land remediation and regeneration
- Water and environment
- Defence and marine infrastructure
- Flood and coastal protection
- Piling and foundation engineering solutions
- Design, installation and maintenance of cable infrastructure onshore and offshore
- Horizontal directional drilling
- Hire of accommodation
- Hire and sale of pontoons

We operate under a fully established Integrated Management System (IMS) to BS EN ISO 9001:2015 which provides clear guidelines on how we manage quality throughout VolkerStevin.

This policy underpins the strategic goals and objectives of the business which are set annually and reviewed and updated as the business develops. Our business approach embodies the recognised principles of quality and the core philosophies of quality planning, assurance and control. As such we will:

- Maintain a clear vision of our business values, strategy and direction
- Communicate the business drivers, goals and objectives to our employees, and those under our management
- Seek to fully understand the needs of our customers
- Work together to maintain strong relationships with customers, supply chain and stakeholders
- Work collaboratively to continually improve the quality of our service and product delivery
- Ensure our resources and management methods include the appropriate evaluation of risks, consequences and potential impacts on our delivery of service
- Provide our employees with the training and support needed to supply quality products and services to our customers
- Inspire a quality culture where everyone is empowered to invest in quality from the start
- Actively encourage each employee to realise their potential giving them responsibilities and accountability for delivery of performance
- Operate in a structured and planned way to achieve our performance objectives in an effective and efficient manner
- Strive to continually improve our IMS, our processes and our delivery

All employees and others working for VolkerStevin, VolkerBrooks, VolkerGround Engineering and VolkerInfra are required to comply with this policy, to ensure they cooperate and carry out activities in a responsible manner. It is the responsibility of VolkerStevin 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 VolkerStevin, and then brought to the attention of all employees. It is accessible to interested parties via the individual Volker company website, reception areas or is available on request.

Jonathan Suckling

Managing Director

June 2021

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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.

VolkerStevin, incorporating VolkerBrooks, VolkerGround Engineering and VolkerInfra, is a multi-disciplinary contractor with a reputation for innovative engineering in the civil engineering, land remediation and regeneration, water and marine infrastructure, flood and coastal protection, piling solutions ,HV design and installation, accommodation and pontoon hire sectors. Our customer focussed culture empowers our experienced employees to find project solutions which exceed the expectations of all stakeholders.

The reference to VolkerStevin within this policy includes VolkerBrooks, VolkerGround Engineering and VolkerInfra.

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 5 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.

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

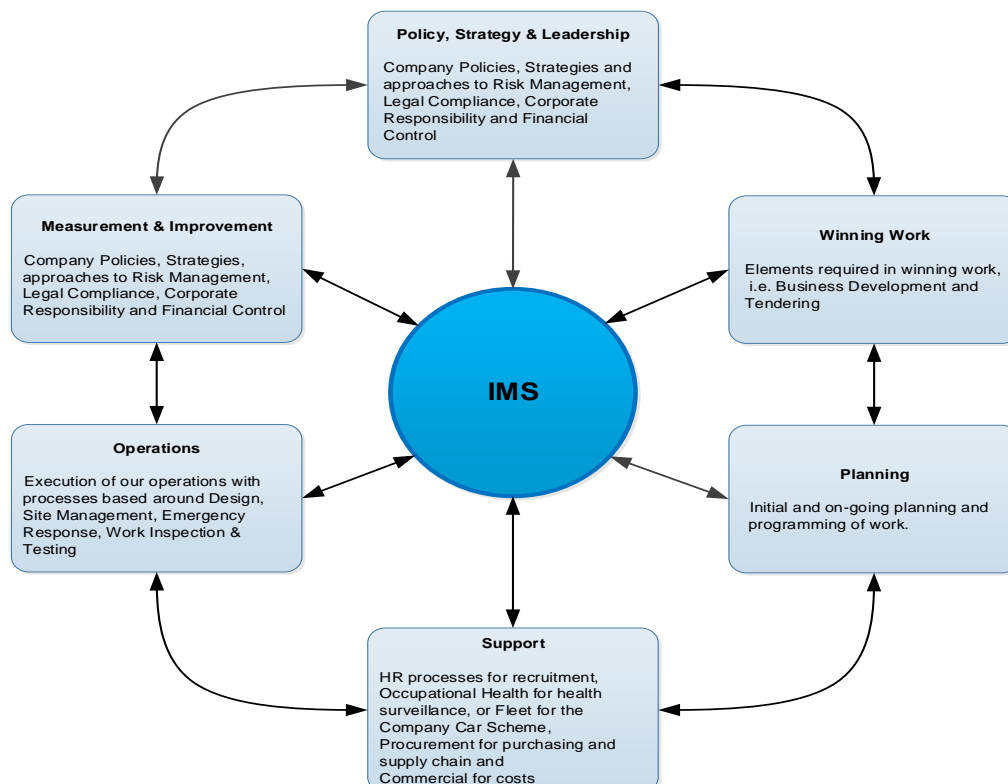
2. SCOPE

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

The Integrated Management System (IMS) is a structured framework used to establish VolkerStevin , structure, roles and responsibilities, planning, operation, policies, practice, rules, objectives and processes to ensure our overall objectives, as set out in our Quality Policy, are implemented and achieved throughout the organisation. Where referenced within this document IMS relates to quality management.

The IMS enables employees, subcontractors and suppliers to understand their roles and responsibilities in helping the organisation achieve our targets, KPI's and objectives. Through effective application of our IMS, continual improvement of the system and assurance of conformity we aim to enhance our customer satisfaction and improve performance.

The VolkerStevin IMS is held on Workspace, our document control system. This can be accessed via Insite, the VW UK intranet.



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3. LEADERSHIP**3.1 Top Management**

Within VolkerStevin Top Management demonstrate leadership and commitment to the IMS by taking on responsibilities for quality that include:

- Accountability for the effectiveness of the IMS.
- Developing the Quality Policy, objectives and KPI's that are compatible with the strategic direction and context of the business.
- Ensuring the *Quality Policy and Practice* is communicated, understood and applied by everyone within the company.
- Making sure the correct resources needed for the IMS are in place to achieve our goals.
- Ensuring the IMS achieves its intended results.
- Directing and supporting people to contribute to the effectiveness of the IMS.
- Promoting continual improvement, motivation and involvement.
- Supporting other relevant management roles.
- Focusing on customer requirements and expectations and maintaining customer satisfaction.
- Determining the risk and opportunities that can affect conformity of products and services.

Top Management for VolkerStevin include the following:

- Managing Director
- Project / Contracts / Business Directors
- Commercial Director
- Director of Health, Safety, Environment, Quality and Sustainability (HSEQS)
- Head of Quality
- VolkerWessels UK Corporate Responsibility Director (CR)

3.2 Roles and Responsibilities for Quality Management**Managing Director (MD)**

- Board of Directors' representative for quality management.
- Ultimately responsible for the company's IMS.
- Has overall responsibility for the operations of VolkerStevin, VolkerBrooks, VolkerGround Engineering and VolkerInfra.
- Develops long-term strategy for the business.
- Sets realistic goals for the continual improvement of quality management.

Project / Contracts / Business Directors (accountable to the MD)

- Operation of their divisions, from initial business development through to achieving customer satisfaction.
- Overseeing and supporting the effective implementation of the IMS and liaising with customers to ensure their satisfaction.
- Directing management under their control to implement the *Quality Policy and Practice*.
- Providing leadership and engaging active participation of workers in improving quality management throughout our activities.
- Liaising with the company's Director of HSEQS and Head of Quality, ensuring proper communication exists at all levels.
- Ensuring adequate planning is undertaken to provide appropriate resources, training and efficient systems of working.
- Training, supporting and mentoring their direct staff to develop knowledge / application of the IMS.
- Treating the quality management of our activities as a matter of highest importance.

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3 LEADERSHIP (CONTINUED)
3.2 Roles and Responsibilities for Quality Management (Continued)
Director of HSEQS (reporting to the MD)

- Assisting the MD in setting realistic goals for the continual improvement in quality management.
- Discussing current and future works and the inspection requirements necessary to verify conformance with specification.

Head of Quality (reporting to the Director of HSEQS)

- Effective implementation, development and audit of the IMS to achieve set goals.
- Ensuring IMS documentation is appropriate and maintained to reflect any changes in requirements.
- Making effective use of the CR Department and its resources.
- Supporting Quality Managers in their roles and responsibilities.
- Promoting best practice and disseminating lessons learnt.
- Advise on quality management training requirements.

Quality Manager (reporting to the Head of Quality)

- Ensuring effective implementation of IMS at project level.
- Informing, guiding and supporting the workforce in creating workplaces with a positive culture that support the production and delivery of high-quality products and services with zero defects.
- Liaise with and advise project management on quality aspects and use of IMS.
- Carry out audits and inspections in accordance with Q03 *Audit* to ensure compliance with requirements.
- Ensuring reports are compiled as required to enable corrective action to be implemented by site management.
- Identify opportunities for improvement.

Corporate Responsibility Director (CR) (reporting to VW UK CEO)

- Implementation and development of sustainable business practices throughout VW UK shared services and business units.
- Maintaining compliance to corporate, legal, and stakeholder requirements.
- 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.

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3 LEADERSHIP (CONTINUED)

3.2 Roles and Responsibilities for Quality Management (Continued)

VolkerWessels UK Corporate Responsibility Team (reporting to Corporate Responsibility Director)

- 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.

Integrated Management Systems Managers (reporting to the Corporate Responsibility Director)

- Establishing the IMS requirements in line with BS EN ISO 9001:2015.
- Working with the CR Director and HSEQ teams to ensure construction standards, specifications, and other requirements are integrated within the IMS.
- The coordination of activities related to the implementation, development and maintenance of the IMS.
- Control, publishing and maintenance of the IMS within Workspace.

Shared Services Departmental Heads

- Establish the processes and procedures for their areas of responsibility and incorporate them within the IMS, in accordance with Q01 *Control of Documented Information - Overview*.
- Ensure departmental staff are aware of, and implement, the parts of the IMS 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.

Contracts Management / Site Supervision

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

Works Managers / General Foremen

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

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Quality Policy and Practice

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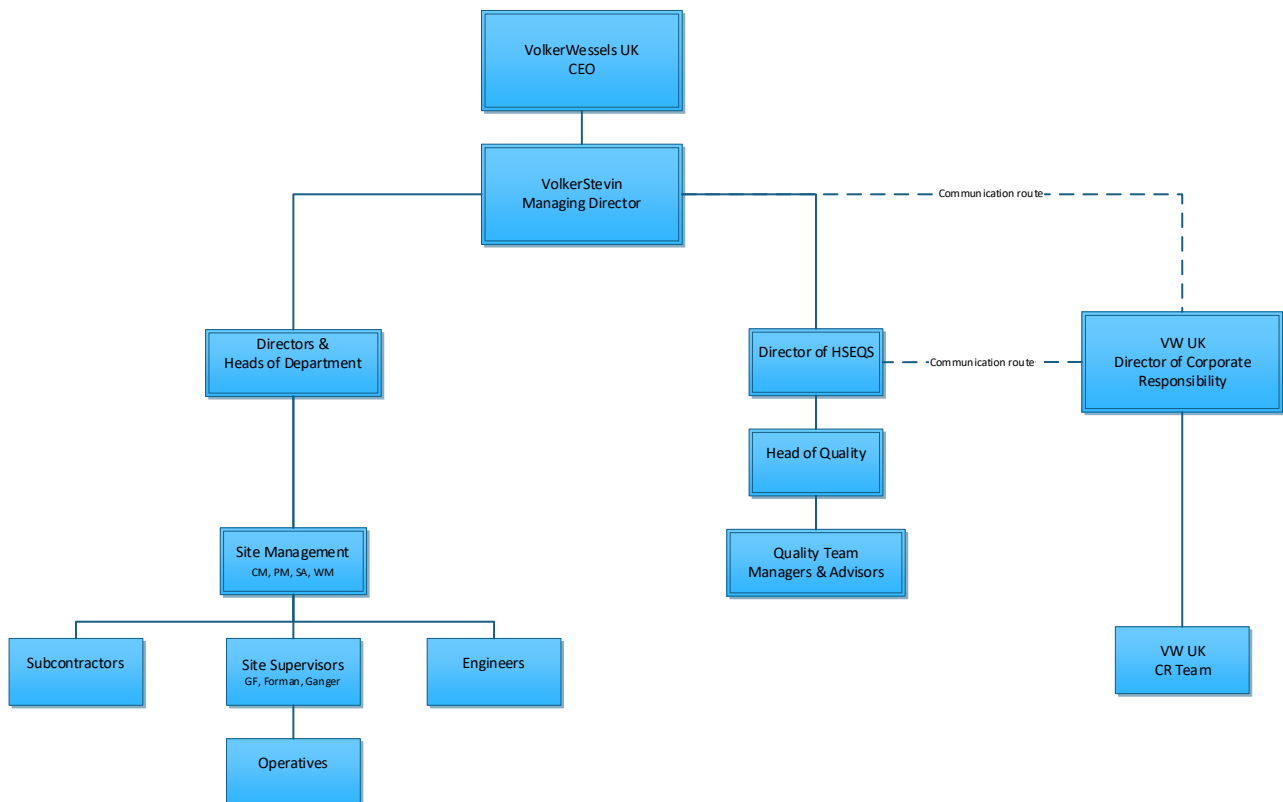
3 LEADERSHIP (CONTINUED)

3.2 Roles and Responsibilities for Quality Management (Continued)

All Employees, Subcontractors and any Other Persons Working on Our Behalf

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

3.3 Organisation Structure for Quality Management



4. IMS

4.1 Objectives and Key Performance Indicators

VolkerStevin is committed to continuous improvement. To ensure that we are achieving the best results possible using our IMS, we need to measure our performance against objectives. Objectives are established in agreement with 'top management'.

VolkerStevin have established a number of KPIs that help to measure our performance. The results of these KPIs help to identify areas that need attention, and by changing our processes to deal with these areas we continually improve the effectiveness of the IMS.

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4 IMS (CONTINUED)

4.2 IMS Structure



5. RESOURCE MANAGEMENT

VolkerStevin shall provide resources, both internally and externally, with the appropriate skills, competence, experience and knowledge, to achieve conformity of products and services delivered.

Employees training needs are identified through annual Personal Development Reviews. Training can be undertaken through a formal or informal approach after which it is evaluated and recorded by the relevant team.

Selection of supply chain and consultants is conducted ethically and aligns with the company’s values. All external resources must adhere to the requirements of our IMS, unless operating under their own management system.

6. PROJECT DELIVERY

VolkerStevin have process in place for:

- Selection of contracts
- Prequalification, tender and estimating
- Procurement
- Risk an opportunity
- Planning contracts
- Design control
- Contract delivery
- Control of products and equipment
- Audit, surveillance, inspection and testing
- Change control and management
- Non-Conformity, corrective action and preventive action
- Lessons learnt, best practice, measurement and continual improvement
- Client satisfaction

The Site Management Plan (SMP) is developed for all contracts and summarises the actions that must be applied to meet client requirements. It is a living document and continually updated throughout the life cycle of the contract.

7. IMS AUTHORISATION

Document owner approval:

Duncan Aspin, Director of HSEQS - 21.06.2021

Approval for IMS:

Sarah Howard, Senior IMS Manager - 21.06.2021

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