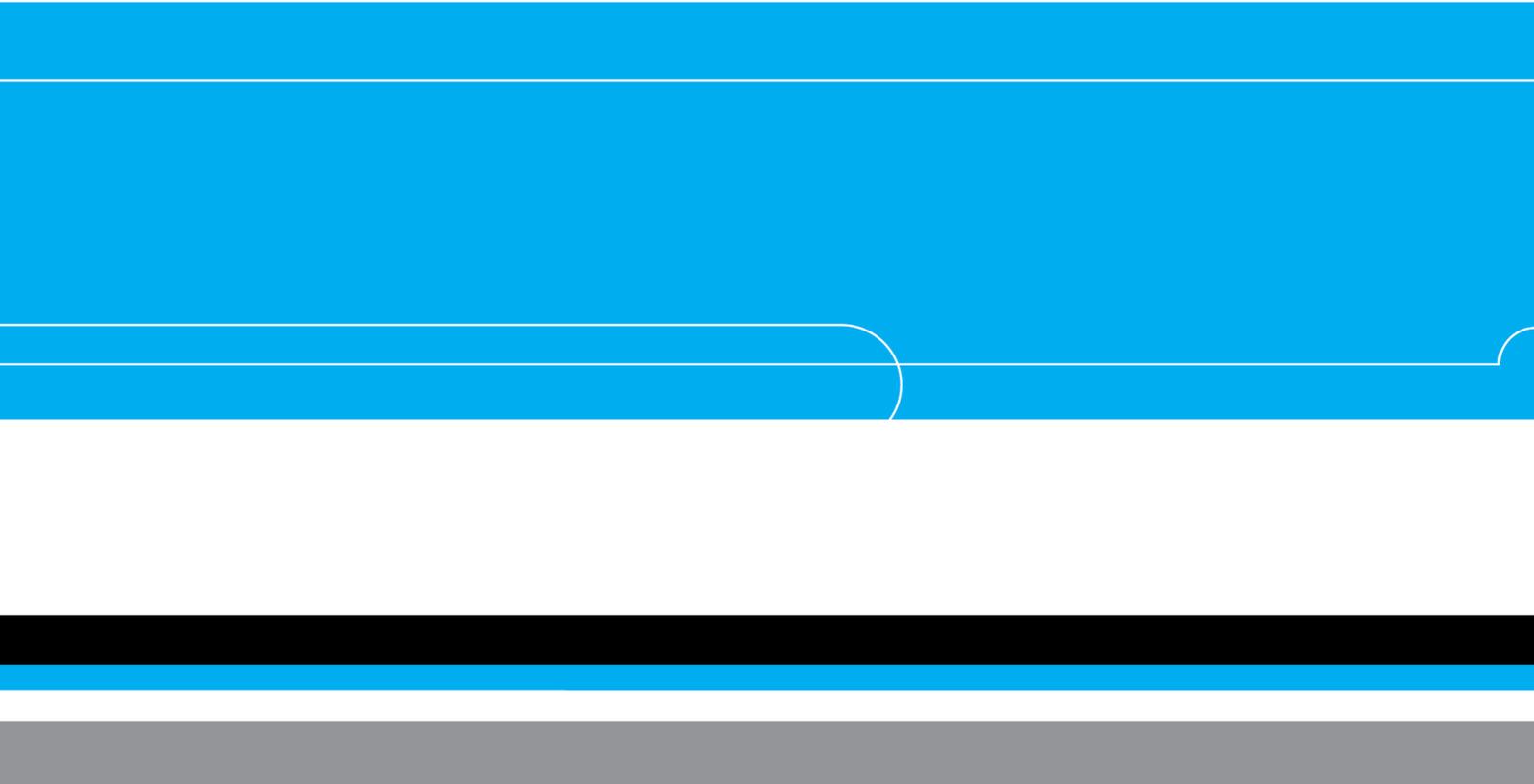


Quality Policy and Practice

February 2023



QUALITY POLICY STATEMENT

VolkerStevin Infrastructure Limited (VSI), t/a VolkerStevin and t/a 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
- Design, installation and maintenance of cable infrastructure onshore and offshore
- Horizontal directional drilling

VolkerStevin Specialist Businesses (VSSB), t/a VolkerGround Engineering, t/a VolkerMarine Services and t/a VolkerSite Services provides the following tailored focused services:

- Piling and foundation engineering solutions
- Hire and installation of accommodation
- Hire and sale of pontoons

We operate under a fully established Integrated Management System (IMS) to BS EN ISO 9001:2015 and BS EN ISO 99001 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 and interested parties
- 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 and have the authorisation to pause or stop works where quality is to be compromised
- 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 VSI or VSSB 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.

John Cox

Managing Director

February 2023

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Quality Policy and Practice

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1. PURPOSE

This document describes the arrangements in place for VolkerStevin Infrastructure Limited (VSI) and VolkerStevin Specialist Businesses Limited (VSSB) to put into practical effect the commitment made in the Quality Policy Statement.

VSI, 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, HV design and installation. VSSB provides specialist services for piling solutions, accommodation hire and installation and pontoon sale and hire. Our customer focussed culture empowers our experienced employees to find project solutions which meet the expectations of all interested parties.

The reference to VolkerStevin within this policy includes VSI and VSSB.

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.

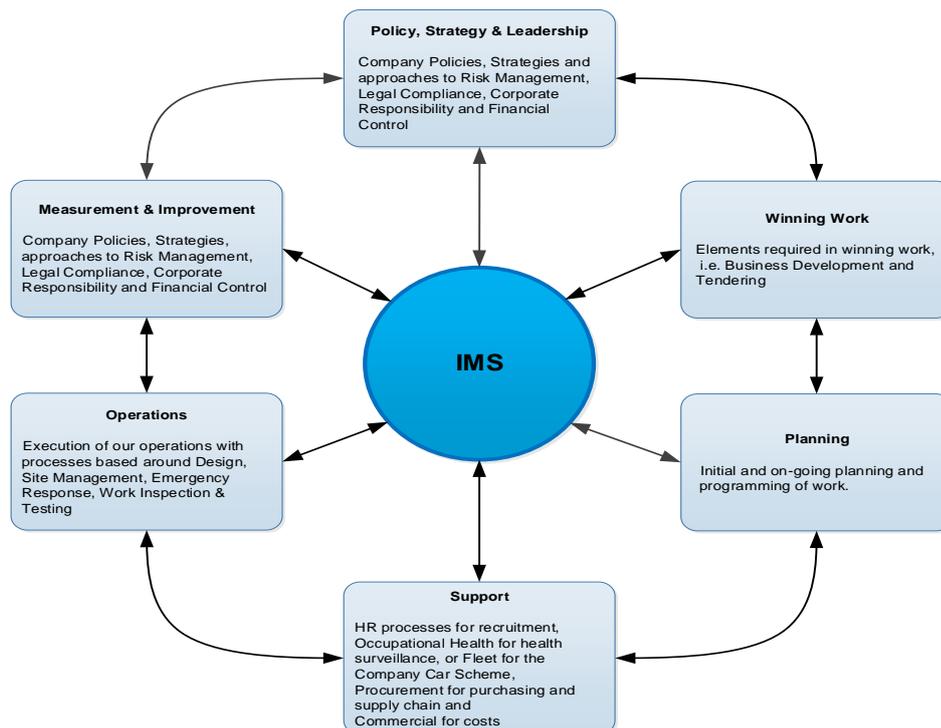
2. SCOPE

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

The Integrated Management System (IMS) incorporating the Quality Management System (QMS), 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 whilst addressing the needs of all interested parties. Through the monitoring process we shall verify the alignment of our supply chain quality policies to that of VolkerStevin.

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. ORGANISATION AND ARRANGEMENTS

3.1 Leadership

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

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
- Head of Health & Safety
- Head of Sustainability
- VolkerWessels UK Corporate Responsibility Director (CR)

3.2 Quality Management Roles - competence, support, impartially and independence

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

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

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

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

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3. ORGANISATION AND ARRANGEMENTS (CONTINUED)**3.3 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.
- 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.

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 management.
- Identify opportunities for improvement.

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3. ORGANISATION AND ARRANGEMENTS (CONTINUED)

3.2 Roles and Responsibilities for Quality Management (Continued)

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.
- 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.

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.

Work Winning / Procurement / Commercial Departmental Heads and Managers

- Ensure supply chain working on behalf of VolkerStevin are aware of our quality policy and practice and appropriate processes and procedures.
- Check supply chain quality certification and performance.
- Ensure that subcontractors' quality policy aligns with that of VolkerStevin.
- Arrange supply chain audits with Quality Management.
- Undertake pre-let meetings with appointed supply chain.

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.

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3. ORGANISATION AND ARRANGEMENTS (CONTINUED)**3.2 Roles and Responsibilities for Quality Management (Continued)****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 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 and 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.

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.

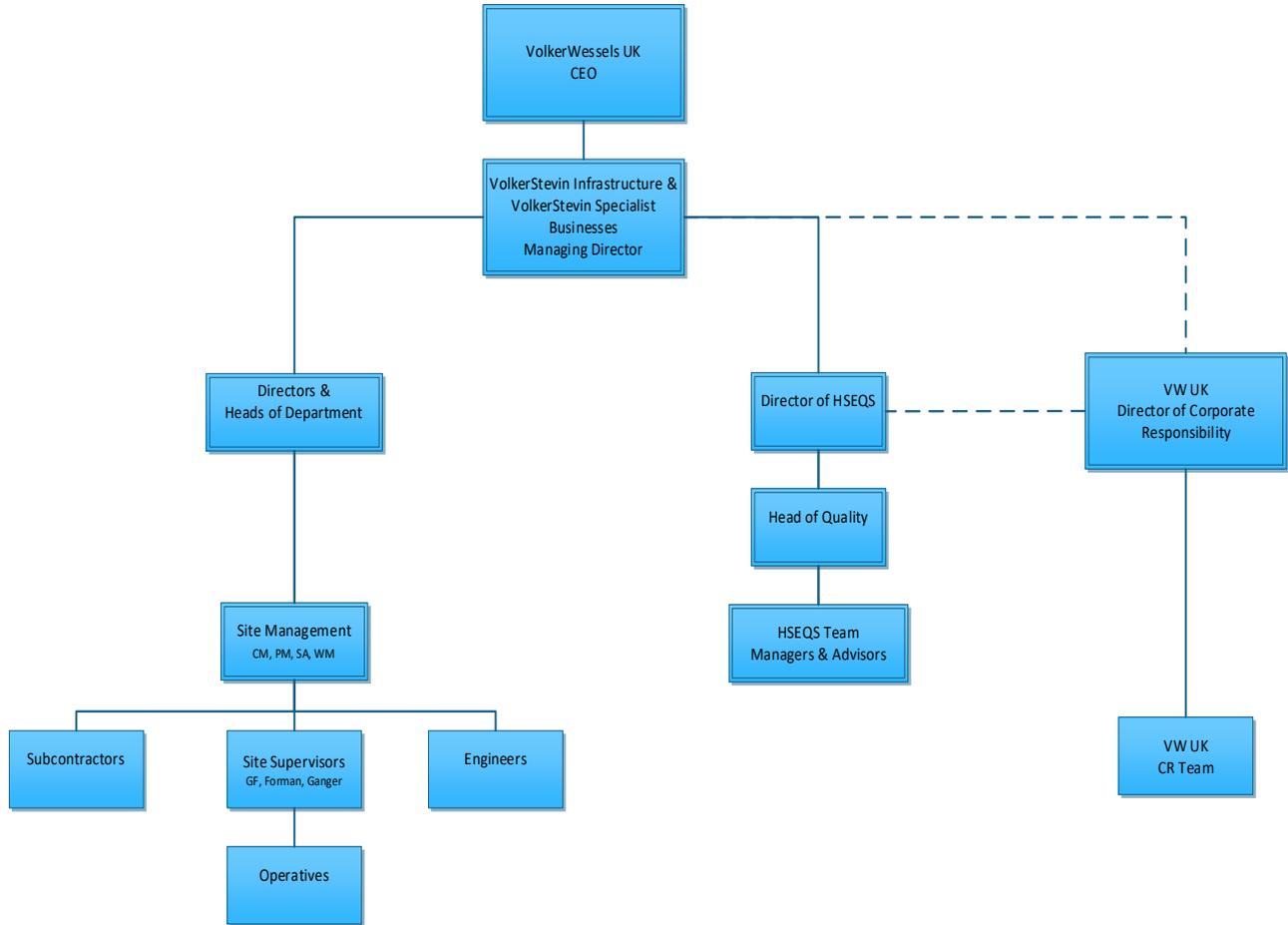
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3. ORGANISATION AND ARRANGEMENTS (CONTINUED)

3.4 Organisation Structure for Quality Management



3.5 Interested Parties

BS EN ISO 9001 and 99001 requires the interested parties of an organisation to be determined. Interested parties include people or organisations that can affect, be affected by, or perceive themselves to be affected by a decision or activity of VolkerStevin or VolkerWessels UK. The interested parties of VolkerStevin include but are not limited to:

Interested Parties	Needs and Expectations
<ul style="list-style-type: none"> VW UK Employees 	<ul style="list-style-type: none"> Quality of work / life, Job Security, challenge, personal and professional development, career opportunities.
<ul style="list-style-type: none"> Shareholders (e.g. VW NL) 	<ul style="list-style-type: none"> Sustainable growth and profitability.
<ul style="list-style-type: none"> Sub-contractors 	<ul style="list-style-type: none"> Surety of work, paid on time, collaborative working, respectable working environment, desire to work with a responsible organisation.
<ul style="list-style-type: none"> Clients / Customer 	<ul style="list-style-type: none"> High level of service delivery, on time and on budget, in line with client expectations.
<ul style="list-style-type: none"> Suppliers 	<ul style="list-style-type: none"> Information of what is required and when, payment terms are met.
<ul style="list-style-type: none"> Government agencies 	<ul style="list-style-type: none"> Compliance to applicable requirements
<ul style="list-style-type: none"> Regulatory bodies 	<ul style="list-style-type: none"> Compliance to all regulatory and statutory requirements
<ul style="list-style-type: none"> Local community 	<ul style="list-style-type: none"> Considerate construction company when working within local communities.
<ul style="list-style-type: none"> General Public 	<ul style="list-style-type: none"> Minimal disruption to their everyday lives, enhancing the infrastructure and communities.

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.

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.

5.1 Internal Resource

The VolkerStevin Way underpins our culture and helps achieve our overall vision - 'We deliver with certainty'. The VolkerStevin Way is the overarching strategy and encompasses all other initiatives including Quality Ripple and Safety Ripple. It sets out the 6 keyways that define how staff are expected to think, behave and operate.



All employees will be inducted into the VolkerStevin Way, Quality Ripple and Safety Ripple.

Employee’s 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.

5.2 External Resource

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 which should align with BS EN ISO 9001.

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6. PROJECT DELIVERY

VolkerStevin have processes 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
- Avoidance of counterfeit goods
- Audit, surveillance, inspection, and testing
- Change control and management
- Non-Conformity, corrective action, and preventive action
- Project handover
- Lessons learnt, best practice, measurement, analysis, 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 and interested party 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 - 07.02.2023

Approval for IMS:

Alex Boatwright, IMS Manager - 07.02.2023

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