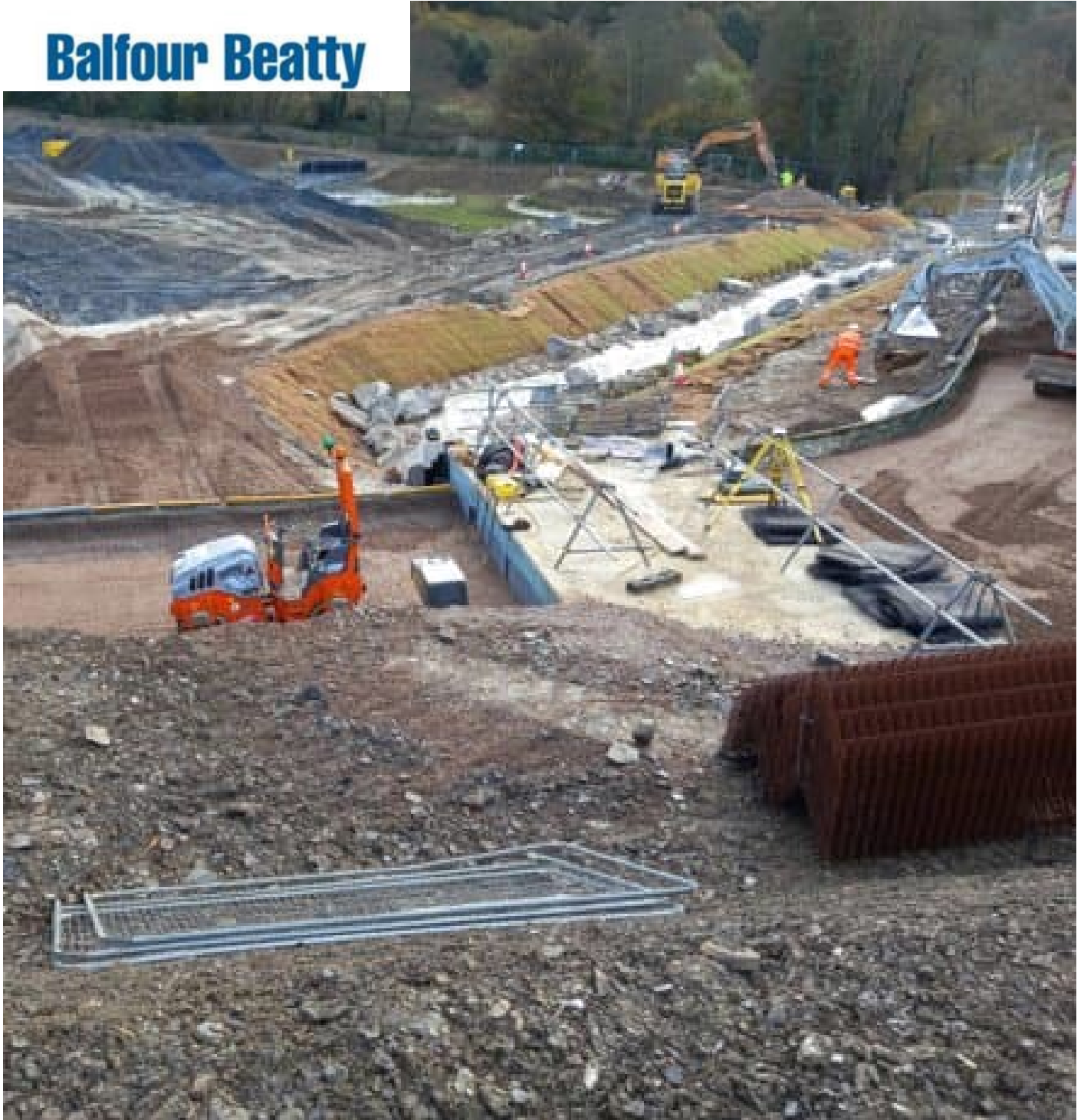


Balfour Beatty



Quality Conditions

QUA-RM-0100d

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INTRODUCTION

Balfour Beatty is committed to working together with its supply chain to deliver excellence in everything it does; this is achieved by having the right people, with the right skills in place to deliver products and services at the right time.

This requires Balfour Beatty and its Suppliers to develop a supportive relationship, working together to deliver to the required standards, identifying opportunities to improve performance and resolving issues promptly through:

- Open and honest communication at all levels and tiers, throughout the supply chain – raising queries and concerns as they become known
- Checking for understanding and compliance at all levels and tiers of the supply chain – ensuring that specifications, requirements, and identified processes are shared, understood, and met
- Sharing learning
- Identifying and building on best practice
- Utilising operating experience (OPEX) to prevent issues and improve performance
- Documented process for lessons learnt to demonstrate improvement and repeat success
- Focused improvement
- Structured problem solving

The purpose of this document is to define the quality requirements to ensure that the activities, products and services provided by the supply chain support and maintain the integrity of Balfour Beatty quality requirements specified within individual purchase orders.

This document does not replace any contractual requirements set out in any issued contract / purchase order terms and conditions.

The quality requirements confirmed in this document apply to all Suppliers, Sub-Suppliers, contractors, subcontractors and service providers (collectively called Supplier hereafter) in receipt of a Purchase Order (PO), Contract or ITT / RFQ from Balfour Beatty in relation to the provision of plant, equipment, products and services.

Balfour Beatty require that all Suppliers have current registration with Constructionline to their “Gold Standard”.

Balfour Beatty aim to support the delivery of our Right First-Time approach in all aspects of services of products and operating safely, securely, reliably and predictably.

OUR RIGHT FIRST TIME CULTURE

To deliver Right First Time, every time, always:

1. Understand what is required
2. Have the right skills and knowledge
3. Use the correct materials and tools
4. Carry out, check, document and hand over the completed work

To get it right, we must ensure:

1. Right planning
2. Right design
3. Right skills
4. Right materials
5. Right tools
6. Right checks



Elimination of quality risk will be at the forefront of what we do, from winning business, through developing, planning, design, construction and onward into operations and maintenance.

It will feature prominently in the business we pursue, who we work with, how we work and how we measure performance and encourage the personal advancement of our employees and foster relationships with our supply chain.

SCOPE

This document defines the minimum requirements for Quality Assurance and Quality Control (QA/QC) applicable to the supply chain for the provision of products and services to the Balfour Beatty Projects.

PURPOSE

This document applies to all Contractors, Subcontractors, Suppliers, Sub-Suppliers and Service Providers engaged to undertake defined work scopes on behalf of Balfour Beatty for any approved projects.

Supplier, for the purposes of this document, is Contractors, Subcontractors, Suppliers, Sub-Suppliers and Service Providers referred to within the Subcontract, Consultancy Agreement or Design Agreement.

APPENDIX 1 – QUALITY POLICY

[QUA-PL-0000 Quality Policy accessible via the Balfour Beatty website](#)

QUALITY POLICY

Balfour Beatty

Quality is about doing what we say we will do and delivering on our commitments.

Our approach to quality in Balfour Beatty is captured by the phrase **Right First Time**, every time wherever we work. This is fundamental to the success and sustainability of our business.

We are focused on creating a culture that means we are trusted to always do what we say we will do. We will achieve this by:

- Maintaining and implementing a robust, lean, agile, and effective Business Management System consisting of policies, procedures, and processes.
- Establishing a culture where everyone takes responsibility for quality, empowering our people to become experts in their roles, and embedding lessons learnt and best practice to drive continual improvement across the business.
- Reviewing robust indicators to measure performance. These will include Quality Planning, Handover Deliverables, and Issue Management.
- Making informed decisions based on sound reliable data, lessons learnt and best practice.
- Implementing a business leadership review process that creates a framework to establish and meet our Quality objectives and deliver on our business aims and commitments.

Our approach to Quality Management is contained within the Company Business Management System and is driven by leadership commitment at all levels to deliver our Build to Last and Business Unit strategies underpinned by our Right First-Time approach.

The Executive Committee of Balfour Beatty is responsible for:

- establishing the overall Quality Policy.
- monitoring our quality performance.
- provision of resources and management arrangements to ensure the effectiveness of the Policy.

Each Business Unit and function is responsible for:

- Ensuring effective and competent resources, arrangements, and management controls to deliver these requirements and ensure they are appropriately established and implemented
- Identifying and maintaining all necessary certifications and accreditations for the sectors in which we operate
- Committing to comply with all Group, legal and other applicable requirements.

All Balfour Beatty employees shall comply with this policy and its associated arrangements as a part of their roles and responsibilities.

We will bring this policy to the attention of our employees, supply chain partners and all relevant interested parties, and review it on an annual basis.

AUTHORISATION

Leo Quinn
Group Chief Executive, February 2022

APPENDIX 2 – QUALITY MANAGEMENT

Balfour Beatty operates a Quality Policy ([Appendix 1](#)) that requires the implementation of a Business Management System across its operations that conforms to the current version of ISO 9001:2015. Accordingly, the Supplier is required to co-operate and comply with the Policy.

The Supplier shall identify their representative(s) responsible and accountable for all Quality related activities. The representative(s) must be demonstrably competent in the activities that they are being asked to manage ([Appendix 6](#)).

The Supplier will also provide organisation charts, roles and named individuals, together with the expected man hours (QA & QC) to provide the necessary oversight and assurance for the duration of their works on the Project.

The Supplier is to provide Quality Plans, Programmes, Inspection & Test Plans (ITP's) ([Appendix 3](#)) and any associated quality records ([Appendix 4](#)) as identified in the Tender and the Subcontractor Pre-award Meeting.

The Supplier is to ensure all materials due to be brought to site are approved by Balfour Beatty prior to delivery. The procedure for approval of the materials will be agreed at the Pre-Award meeting.

The Supplier must provide ITP's for their contract works or come under an agreed overarching trade / discipline / area ITP, as agreed at the Subcontractor Pre-award Meeting.

The Supplier ITP's must identify the following, as a minimum:

- What is to be inspected/tested
- Against what specified criteria and/or requirement
- Who is to be involved?
- When and how often tests and inspections are to be carried out
- How will it be recorded
- Identify responsible person for sign off
- Final record requirements
- Hold and witness points

And must also include, where appropriate, the following:

- Competence requirements for each activity
- Design signoffs and approvals
- Any other approvals required, e.g. planning and end user
- Off Site Fabrication Inspection & Test requirements
- Identification and traceability of material and information including unique coding
- Factory Acceptance Tests (FAT) and release requirements
- Site Acceptance Tests (SAT) and release requirements
- Shipping, transportation, movement and lifting requirements
- Storage, packaging, protection and preservation requirements
- Material receipt requirements
- Agreed product or service acceptance criteria, e.g. via benchmarks, samples and /or mock-ups, compliance with standards
- Sampling requirements, e.g. by attributes through ISO 28590
- Any acceptance criteria that uses statistical techniques, e.g. CUSUM in concrete
- Quality related Life-Cycle requirements

- Final test, sign off and commissioning requirements
- Quality records requirements

The Supplier may be issued with a Balfour Beatty ITP template to enable them to prepare this documentation, in accordance with Company requirements, where their own template is inadequate.

ITP's produced by the Supplier, either using their own template or Balfour Beatty template, shall be submitted to Balfour Beatty for review a minimum time before works (typically 2 weeks) are scheduled. The ITP shall then be checked, verified and endorsed as acceptable by both the Supplier and an appropriate member of Balfour Beatty Project Management Team prior to any subcontracted works commencing, using the Balfour Beatty ITP appraisal process. Works shall only commence once the ITP has been accepted by Balfour Beatty.

The Supplier shall strive for delivering an inspection and test process that supports Right First-Time and reduces or eliminates defects and re-work. Additionally, the Supplier shall support the Balfour Beatty Right First-Time Delivery cultural programme and any events established by the Project or Balfour Beatty.

The Supplier will build on Balfour Beatty's four Quality Commitments through toolbox talks and on-site leadership actions. The four commitments are aimed at all who work on the Project. They are:

- I understand what is required
- I have the right skills and knowledge
- I have the right tools and materials
- I know what is required to carry out, complete, handover and protect the works

The Supplier shall ensure any non-conforming product, process or service is immediately notified to Balfour Beatty. Additionally, where a non-conformity or delay is raised, or realised, that adversely affects our customer's interests, the Supplier is expected to conduct a root-cause analysis investigation on the reasons for the delivery of a poor-quality product, process of service and confirm corrective and preventive actions ([Appendix 9](#)).

The Supplier shall strive for continual improvement as well as the on-going review and proposing of innovation and best practice. Where required, the Supplier shall utilise digital solutions (Autodesk BIM 360 Field) for quality management, support Short Interval Control, Collaborative Planning and/or Lean Visual Management activities related to the works.

The Supplier shall ensure all records ([Appendix 4](#)) are completed as required by their contract and the agreed ITP's. The final ITP record package shall be checked and verified as acceptable by an appropriate member of the Balfour Beatty Project Management Team prior to final acceptance of the Subcontracted works.

Completed Records shall be submitted to Balfour Beatty and retained by the Supplier in accordance with the contractual requirements to verify compliance with the Contract and any formal agreements with Balfour Beatty. Please note that failure to comply with the agreed Quality or ITP process may result in reduced or delayed subcontractor payments.

APPENDIX 3 – QUALITY CONTROL INSPECTION AND TEST PLANS

The Supplier shall prepare ITP's covering the scope of works. The ITP's shall identify the key processes associated with the execution of the Work in logical numbered steps from start to finish and shall typically include:

- Project title
- Subcontract details
- Process Activity
- Reference Document (specific clauses and/or sections in standards, procedures, specifications)
- Verification Record (e.g. certification/reports resulting from the process)
- Intervention/inspection points including Balfour Beatty and third parties
- Descriptions of the work steps in sequence
- Reference to applicable procedures, specifications, drawings, codes or standards and statutory requirements
- Acceptance criteria, specification requirements, tolerances
- Verifying report, document or certificate that will be produced
- All tests as specified in Balfour Beatty specifications
- Review, inspection and verification activities
- Witness and Hold points which will be the subject of Balfour Beatty, and/or Client inspection / witness
- Blank pages to capture any additional line items after initial sign-off and approval

A typical sample for a Supplier ITP is available upon request. The Supplier may use its own format providing all information indicated in the template is included and the Supplier template is approved for use by Balfour Beatty.

The Supplier shall submit ITP's to Balfour Beatty for review prior to commencement of the Work.

Note – Sub-Supplier/Subcontractor ITP's shall also conform to the above requirements.

INSPECTION POINTS

The ITP shall identify the following inspection points in the fabrication, manufacture and/or assembly process:

Inspection Point	Description
Surveillance (S)	An inspection point in the process where an activity, work or function is observed. Balfour Beatty representative may attend. No formal notification is required.
Review (R)	An inspection point where the product and quality records are checked and endorsed.

	Balfour Beatty representative may attend. No formal notification is required.
Witness (W)	<p>Inspection point in the process that may be witnessed or verified by Balfour Beatty.</p> <p>A Balfour Beatty representative may attend. Formal inspection notification is required. (10 working days' notice required).</p> <p>The ultimate Customer may also be required to attend and this needs to be captured as a requirement.</p> <p>If the Balfour Beatty representative is unable to attend after being provided with the required notice, then work may proceed as per schedule after permission to proceed is received.</p>
Hold (H)	<p>Mandatory inspection point in the process. The Supplier shall not proceed with the specified activity without being witnessed by Balfour Beatty.</p> <p>The Balfour Beatty representative needs to attend. Formal inspection notification is required.</p> <p>Note: Hold Points can also be within the S/C's remit, places where they must hold works until they have made checks, tests, etc. Hold points are not always only for BB attendance. For example, As-builts of items.</p>

INSPECTION NOTIFICATION

The Supplier shall provide 10 working days' notice (or as otherwise approved by Balfour Beatty) of hold and witness inspection points identified in the ITP's to Balfour Beatty. In instances where the Balfour Beatty Inspector is resident at the Suppliers premises, 5 days' notice for hold and witness inspection points is required.

The Supplier shall include the following in the Inspection Notification:

- Purchase Order/Contract number and title
- ITP description and reference
- Supplier's fabrication location
- Inspection date and time
- Inspection activities
- Supplier's contact name, telephone and e-mail address

In relation to Witness points, if the Balfour Beatty representative is unable to attend after being provided with the required notice, then work may proceed after permission has been provided.

In relation to Hold points, if a Balfour Beatty representative is unable to attend at the scheduled time and location, the Supplier shall not proceed with the work but, shall organise an agreed time for the inspection. Progressing past a Hold point will result in a Non-conformity.

The Supplier must immediately notify Balfour Beatty of any delay or other change to the inspection schedule as soon as the change is known and follow up such communication in writing.

INSPECTION

The Supplier is responsible to conduct regular inspections on the progress of its work and the work of its Sub-Suppliers/Subcontractors. In particular, the Supplier shall:

- Submit ITP's to Balfour Beatty for acceptance prior to commencement of the Work
- Conduct all inspection and tests specified in the ITP and/or relevant specification / code
- Maintain inspection and test verification records as specified in the ITP and/or relevant specification / code
- Store and progressively review records within final record dossier (O&M's, etc.)
- Liaise in a timely manner with Balfour Beatty or its nominated representative in relation to Balfour Beatty Hold / Witness points identified on the ITPs.

Equipment, or parts thereof, including materials of construction on which are found irreparable or injurious defects, improper fabrication, excessive repairs or that are not in accordance with the requirements of the drawings or specifications will be subject to rejection and notified by a Non-conformity report (NCR). The equipment shall also be subject to rejection if such conditions are discovered after release from the works.

If any part of the equipment is damaged after tests have been completed, re-testing of the affected parts is mandatory. Prior to repair work commencing, Balfour Beatty shall approve the method of repair. All formal testing shall be conducted in accordance with a written and approved test procedure.

INSPECTION, MEASURING AND TEST EQUIPMENT

Suppliers shall ensure the calibration of test and measuring equipment is performed in accordance with the equipment manufacturer's specifications.

The Supplier shall establish, in line with Manufacturer's data sheets, the frequency of calibration for each item of equipment and record the details in a Measuring and Test Equipment Register.

Where calibration is required by an external laboratory, the Supplier shall ensure that the laboratory possesses current UKAS certification or for overseas Suppliers, an equivalent internationally recognised certification for conducting calibration activities and approved by Balfour Beatty.

Calibration certificates shall contain a statement that the test equipment is accurate to within specified tolerances and nominates a recalibration date. Calibration certificates shall be included in the handover packs.



Where the calibration status of the equipment is unknown or expired, the equipment shall be quarantined and tagged. The Supplier is responsible to ensure that suitable re-calibration is conducted prior to the equipment being used on the Works. Any product that has been tested or measured using unknown or expired equipment shall be re-tested.

APPENDIX 4 – RECORDS

Quality records are one of the principal forms of objective evidence of quality assurance. It should be unequivocally understood that generation and compilation of digital quality records shall commence following ITP approval, acceptance and commencement of works.

The Supplier shall progressively compile digital quality records, including Manufacturer and Sub-contractor records, into a final handover package. These records shall be accessible to Balfour Beatty at any time for review and audit.

The Supplier shall ensure that all digital quality records, including those generated by subcontractors, are compiled in accordance with the contract.

No items of equipment will be deemed acceptable, or handed over, without submission or demonstration of critical documents as defined within contractual requirements and / or legislative requirements to support their integrity and fit for purpose criteria.

It is the responsibility of the Supplier to continually monitor the development, quality and status of the contract documents. The quality records will form part of the handover of documents. To enable clear provenance, all documentation must be legible, dated, clean, readily identifiable, digital, retrievable and maintained in an orderly manner.

Documents must be controlled, stored and maintained throughout the life cycle of the contract. Typically, but not exclusively, the quality records for non-standard product / plant and equipment will include the following as applicable:

- Quality records shall be provided in accordance with the quality assurance requirements as stated in the accompanying contract / purchase order documentation.
- Quality records shall be collated and presented in a format specified by the particular project Document Controller, or Balfour Beatty allocated representative(s).

At the front of the quality records, the first page should state the following:

- Project description
- Contract number
- Sub-Suppliers / Subcontractors name address and telephone number
- Plant item numbers
- Plant system number and title equipment titles



The quality records pack should be presented to Balfour Beatty as early as possible to permit endorsement at the time of final Inspections of works and Plant and Equipment acceptance and release. Balfour Beatty does not consider works to be complete until satisfactory records have been produced and issued.

APPENDIX 5 – DESIGN

All designers, and supply chain partners with design responsibility, will be required to enter into a Designer Agreement/Appointment/Deed which will be formalised by the Balfour Beatty Commercial Support Team.

This Appendix sets out what will be required of the designers throughout the lifecycle of the project and what the Balfour Beatty minimum standards for designers are.

All those carrying out design elements are required to be aware of Balfour Beatty's:

- [Balfour Beatty Code of Ethics](#)
- [DES-RM-0022a](#) Designer & Engineers Guide to Zero Harm
- Health and Safety Conditions for Suppliers
- Environmental and Sustainability Conditions for Suppliers



Furthermore, those carrying out the aforementioned elements must:

- Be registered with our Procurement and Supply Chain team. Membership of Constructionline Gold will make this process easier.
- Be able to demonstrate competence in their chosen field through professional qualifications and membership of the relevant professional Institution.
- Carry PI Insurance to a level to be agreed with the Commercial Team.
- Comply with the relevant legislation such as the current version of the CDM Regulations ([HSF-PR-0018](#))
- Comply with [Balfour Beatty's Sustainable Procurement Policy](#)
- Be able to provide all information required for the execution of their design in a digital format. The extent, format and content will need to be agreed with the Design Manager responsible for the project. Designers will need to be cognizant of the impending Fire and Building Safety Bills together with the secondary legislation regarding the Golden Thread of Information.
- Consultants will be required to submit a Quality Management Plan. Contractors carrying out a design element will need to agree with the Design Manager whether this requirement is applicable to them. The contents will need to include, as a minimum, the items listed in Consultants Design Management Plan Checklist Approval ([DES-TF-0026b](#)).

All those carrying out design elements will also need to agree with the Design Manager and the Commercial Team the following prior to an order being placed:

- The BIM Process Protocols
- The Project Portal Collaboration Protocols
- The Fee proposal
- The Scope of Services
- The Programme and sequence of their design and/or operations
- The Change Control Procedure
- The requirement for meetings, inspections and collaborative working
- The provision of warranties and/or insurance backed guarantees

- The timing and provision of digital as-built information
- The wording and scope of a compliance statement that captures the alignment of the design to the relevant legislation, standards and specification.

APPENDIX 6 – SUPPLIER’S QA / QC STAFFING

The Supplier shall provide sufficient competent supervisory, QA/QC and technical (where required) personnel to implement and control the Supplier’s Quality System and coordinate QA/QC activities associated with the execution of the Work and the respective ITP’s.

Furthermore, the Supplier shall ensure that all personnel they assign to undertaking work for Balfour Beatty are suitably qualified and experienced to deliver the assigned work. The Supplier shall, upon request, provide documented evidence of personnel competency to Balfour Beatty.

The Supplier shall determine and provide the appropriate number of qualified and competent resources required to deliver the contracted scope of work and, where appropriate, agree prior to commencement of work, the level of resource with Balfour Beatty.



The Supplier shall implement and maintain a competency / training register supported by appropriate training and qualification records.

The Supplier shall ensure that any personnel to be deployed on site work will receive all Balfour Beatty site orientation and induction courses prior to commencing work on the contract.

APPENDIX 7 – REVIEW OF CONTRACT REQUIREMENTS

The Supplier shall have a process that covers contract review. This process shall pay attention to the Supplier's ability to supply the product and service on time, paying particular attention to critical tolerances or activities that are deemed critical and final.

Where the Supplier cannot supply exactly what the order / contract requires, then the Supplier shall contact Balfour Beatty with any proposals for alternate methods of supply.

This contract review must be undertaken at both tender and order stages to take into account any changes that may impact delivery or any items not within the control of the Supplier, e.g., material availability.

The Supplier shall ensure that all contract requirements for the scope of work are reviewed, agreed and understood prior to the commencement of work both at site and in their supply chain. Any deviations from specifications will require the Supplier to obtain written approval from Balfour Beatty.

The Supplier shall confirm their understanding of the works information package / purchase orders via the contract inaugural meetings held with their subcontractors and explain each clause of the specification to ensure full understanding of the requirements. The Supplier shall confirm that they understand and can meet Balfour Beatty requirements.

Where the contract includes any of the following elements the review shall include:

- Project / Contract Management Commercial
- Quality (including Nuclear Safety and Specification Awareness Briefs)
- Product requirements
- Process requirements
- Engineering
- Construction
- Commissioning
- Operations and Maintenance
- Provision of product samples (when requested)
- Quality Records



The Supplier shall have a process for ongoing contract review throughout the life of the contract.

Records of the ongoing reviews and the conclusion reached shall be retained and form part of the Quality records.

APPENDIX 8 – SUPPLIER AUDITS

Balfour Beatty and their representatives shall be afforded access and cooperation by the Supplier, when requested, for the purpose of quality audits and surveillance inspection throughout the duration of the works. Such access shall also be extended to all Sub-Supplier and Subcontractor premises.

The Supplier shall carry out audits in accordance with its quality system at all locations where work is carried out – including Sub-Supplier/Subcontractor facilities – to ensure that Project quality requirements are achieved.

The Supplier shall submit copies of audit reports to Balfour Beatty within 5 working days of the completion of each audit. Where Balfour Beatty determines unsatisfactory performance is evident, the Supplier shall perform additional audits under Balfour Beatty instruction. Such audits shall be at the Suppliers cost.



Balfour Beatty reserves the right to participate in or conduct audits on the supply chain.

APPENDIX 9 – DEVIATIONS, NON-CONFORMING PRODUCTS, PROCESSES, SERVICES AND CORRECTIVE ACTION

No part of the work shall be repaired, or spoiled work corrected, without the prior written approval of Balfour Beatty.

Any deviation from the specification shall be dealt with as a non-conformity request which shall be submitted to the key contact for the order / contract or as per the requirements as detailed in Product and Service Non-Conformities ([QUA-PR-0200](#)) and Non-Conforming Materials ([QUA-PR-5840-PBL](#)) available from the Contract Manager, Quality Lead or Procurement Specialist.

The Supplier shall ensure that non-conforming items are clearly identified throughout the manufacturing process, are traceable and are kept separate from other items. All items with non-conformities shall clearly have the non-conformity recorded on the associated certificate of conformity to facilitate traceability and configuration control.

The Supplier shall establish a documented process to identify record, clarify and resolve technical problems with respect to Balfour Beatty and / or Balfour Beatty requirements prior to, or during, the implementation of the contracted work scope.



The Supplier shall establish a documented process to identify, clarify, resolve and close out non-conformities throughout the life of the contract.







An investigation into the root cause of the Non-Conformity Report (NCR) shall be undertaken and submitted to Balfour Beatty for approval along with any corrective actions. Should this root cause investigation be deemed not to be sufficiently robust, then Balfour Beatty reserves the right to undertake a root cause investigation on the Supplier's or sub-tier Supplier's site.

The Supplier shall establish a documented process to identify a request for deviation or a justification for the use of non-conforming product from Balfour Beatty specified requirements, aligned with further guidance or processes where specified.

Upon identification of a non-conforming product or service, the Supplier shall ensure the product is clearly identified, segregated, controlled, recorded, and reported to the appropriate level of management within the organisation and then reported onwards to Balfour Beatty.

The Supplier shall establish a process to review the cumulative effect of non-conformities, technical queries and concessions raised. The output of these reviews must be submitted to Balfour Beatty.

APPENDIX 10 – REFERENCES

Document Title	Document Number	File or URL
Balfour Beatty Code of Conduct		 Balfour Beatty Code of Conduct.pdf
CDM Regulations		CDM Regulations
Consultants Design Management Plan Checklist Approval	DES-TF-0026b	 DES-TF-0026b MPBS - Consultants Design
Designer and Engineers Guide to Zero Harm	DES-RM-0022a	 DES-RM-0022a Designer and Engin
Non-Conforming Materials	QUA-PR-5840-PBL	 QUA-PR-5840-PBL - Non-Conforming M:
Product and Service Non-Conformities	QUA-PR-0200	 QUA-PR-0200 Product and Service
Quality Management Systems - Requirements	ISO 9001	ISO 9001: 2015
Sampling Procedures for Inspection by Attributes – Introduction to the ISO 28590 series of standards for sampling for inspection by attributes	ISO 28590	Sampling Procedures for Inspection by Attributes
Sustainable Procurement Policy Guidance and Requirements for Supply Chain	Doc ref	 Sustainable Procurement Policy (